DOWNTOWN MANAGEMENT

THE STATE OF THE ART IN ONTARIO

prepared for:
Research and Special Projects Branch

by:
Peter Barnard Associates

February 1985

Available from:
Ontario Government Bookstore
880 Bay St. Toronto M7A 1N8

Price: $5.00 payable to the Treasurer of Ontario

Ontario
Ministry of Municipal Affairs and Housing

PETER
BARNARD
ASSOCIATES

111 Elizabeth Street,
Toronto, Ontario, Canada M5G 1P7
416/977-1544

February 11, 1985

8402

Ministry of Municipal
Affairs and Housing
Community Planning
Programs Division
777 Bay Street
Toronto, Ontario
M5G 2E5

Dear Sirs:

With this letter, we are pleased to submit our report on current downtown management practices in Ontario. This report follows on directly from an earlier study which provided guidelines for managing downtowns.* Before presenting the detailed report, we would first like to review the background and objectives of the study and summarize the overall approach we have taken to the assignment. We then briefly outline the chapters contained in this report and their contents.

BACKGROUND AND OBJECTIVES

The growing interest in downtown management practices both at the Ministry and within Business Improvement Areas throughout Ontario prompted the initiation of a study to examine management including suggestions for improvement. The first component of this work was completed by Peter Barnard Associates in December 1983 and was published in a report entitled, "Towards Excellence in Downtown Management".

This initial, first-phase report presented a synthesis of our views on the keys to 'excellence' in the management of a downtown area. This work was based on many inputs including our own firm's thinking on the subject, interviews with persons involved in downtown management, literature reviews, interviews with persons

* Peter Barnard Associates, Towards Excellence in Downtown Management, Ministry of Municipal Affairs and Housing, December 1983.

studying downtown management techniques, and preliminary exploration of experiences in a small group of Ontario municipalities.

The objective of this second study has been to illustrate the current state of the art in downtown management in Ontario. Using the first phase report as a guide, this report documents the management techniques which ten case study downtown associations in Ontario have adopted.

OUR APPROACH TO THE WORK

As a first step we identified a number of Business Improvement Areas (BIAs) within the Province for in-depth study. We received an initial list of 20 suggested case study BIAs from the Community Renewal Branch of the Ministry of Municipal Affairs and Housing. This list was to represent the best examples of downtown management in the Province as well as those most closely resembling the management approaches outlined in our first report.

The 20 BIAs were contacted by Peter Barnard Associates through telephone interviews. From the initial list of 20, 10 BIAs were then selected for study. We used a number of criteria in selecting the final 10 BIAs. Most importantly, they appeared to be the ones practicing the most advanced management techniques. However, we also attempted to get a good cross section in terms of community size and geographic dispersion within the Province, as well as a sampling of BIAs, both with and without full-time managers. The final selection was as follows:

- Downtown Belleville BIA
- Bloor West Village (Toronto)
- Exeter BIA
- Downtown Oakville BIA
- Downtown Oshawa BIA
- Rideau Street BIA (Ottawa)
- Sarnia Downtown Improvement Area
- St. Catharine's Downtown Association
- Wiarton BIA
- Downtown Business Association of Windsor.

Members of the study team visited each BIA and met with the organization. This usually involved meeting with the BIA manager, the chairman, and at least one or

two other board members as appropriate. The purpose of the interviews was to get a good perspective of the BIA's management practices.

The study, therefore, identifies and documents the state of the art in downtown management practice in Ontario through case studies. The report should not be misconstrued as a how-to-do-it manual, which would have required more than case study information. Our research has shown that better management techniques are possible, although they are not commonly found in Ontario downtowns. A complete how-to-do-it manual represents a much larger undertaking than was intended in the context of this work.

Similarly, this study has not gone into depth on specific downtown promotion techniques or property improvement and maintenance techniques. These areas are specialities which justify more detailed treatment than can be incorporated in a study on the broad subject of management. Rather, the focus of our work has been on how BIAs have managed their promotions, property improvements and maintenance.

REPORT OUTLINE

Our report consists of two chapters plus appendices.

1. The Keys to Excellence - Current Practice presents specific examples of the five keys to excellence in downtown management as advocated in our first-phase report and how they have actually been applied in practice. This chapter begins with a discussion of the two prerequisites for successful management as they relate to experience in our ten-case study BIAs.

2. Management Techniques of the Professionally Managed Downtown looks at specific techniques for downtown management that have proven to be effective in our case study BIAs. We also examine some of the special techniques being used by volunteer-managed BIAs to cope with limited resources.

Appendix A is a list of the persons contacted during this study. The succeeding appendices include copies of some of the actual management tools being used in the BIAs examined.

* * * *

We would like to thank the many people who spent time talking with us about the management of their BIA organization. Without exception we received excellent cooperation from all BIAs examined. It is this input which has led to what we feel is a worthwhile contribution to the state of the art in downtown management practice in Ontario. We hope that all BIAs will gain something from seeing how others have actually put into practice the principles and techniques of excellent downtown management.

Respectfully submitted,

Peter Barnard Associates

TABLE OF CONTENTS

	Page
LETTER OF TRANSIMTTAL	
1. The Keys to Excellence - Current Practice	1.1
A. Prerequisites of Effective Management	1.1
- The will to manage well	1.1
- BIA. Type Organization	1.2
B. Five Keys to Success	1.3
- Full-time Management	1.4
- Adapt Corporate Model of Management	1.7
- Strategic Thinking With a Medium-Term Outlook	1.9
- View Downtown as a Community Resource	1.14
- Change Image then Emphasize Marketing	1.15
2. Management Techniques of the Professionally-Managed Downtown	2.1
- Organization and Staffing	2.2
- Activities and Programs	2.8
- Budgeting and Finance	2.13
- Property Management and Policy Development	2.16
- Coping with Limited Resources	2.18

APPENDICES

A. People Interviewed

B. Examples of Downtown Management Tools

- St. Catharines' Position Papers
- Oshawa's Policy Statement
- Exeter's Constitution
- Oshawa's Annual Report
- St. Catharines' Budget and Financial Statement
- Belleville's Promotions Calendar
- BIA Sample Newsletters
  - Windsor
  - Bloor West Village
  - Sarnia

1. THE KEYS TO EXCELLENCE - CURRENT PRACTICE

The complex task of managing any organization involves many inter-related activities and the deployment of numerous skills, techniques and approaches. However, for each type of organization there are invariably a few key activities that spell the difference between an average performance and an excellent one. The bestseller "In Search of Excellence", examined companies which by a number of measures had outstanding records of performance and identified eight important approaches to management in those companies which seemed to make them 'excellent'.

In this chapter we identify two prerequisites that establish the basis of effective downtown management. We then discuss five specific management approaches or techniques that make the difference between average and excellent performance. To illustrate the current state-of-the-art in downtown management in Ontario related to these principles, we present specific experience from ten case study Business Improvement Areas.

A. Prerequisites of Effective Management

The two essential circumstances or conditions of effective downtown management are a competitive or moral incentive to manage well and the existence of a Business Improvement Area organization.

1. The Will To Manage Well

An incentive or well-defined reason to manage well is the first prerequisite of successful downtown management. No organization will achieve excellence unless it has a well-defined reason for doing so. Such a reason provides the need, the imperative, the motivation to be successful.

In most of the BIAs we examined, the primary incentive to manage well was a competitive threat presented by a suburban shopping centre development. In Oshawa, for example, the opening of the Oshawa Shopping Centre in 1958 and its subsequent expansion and enclosure

in 1968 contributed to the gradual deterioration of the downtown core. Sales levels in downtown stores declined and many closed leaving major vacancies and gaps in the retail mix. The Oshawa BIA was formed in 1974 because of the need to improve the appearance of downtown and to make it more competitive. Members of this organization now claim that good marketing of the downtown is the key to survival and that they must continually improve the downtown environment and their promotional techniques in order to remain competitive. A competitive threat can also be a key motivation in small communities that do not have large shopping centres. BIAs in Wiarton and Exeter appear partially motivated by the competitive threat posed by retail areas in neighbouring communities.

After a downtown has become organized in response to a competitive threat and has been successful in maintaining or increasing business, the motivation to continue to manage well can result from the new awareness by the businessmen of the improved business conditions that are possible. In other words, success in itself can be a motivator for the future. We found this to be the case in a number of BIAs examined, including Ottawa-Rideau where a survey showed sales levels up over 10 percent after downtown improvements were completed.

In some of the BIAs examined, we found that it was not a competitive threat that inspired them so much as the belief that downtown has the potential to become a better place to live and work and can make a greater contribution to the local economy. In St. Catharines, the downtown is viewed as being both the heart of the community and a critical source of local employment and taxes. The BIA board believes that the downtown is a reflection of the community's health and focusses its efforts on improving the downtown environment and the image it projects. It concentrates on expanding the downtown's employment and tax base by attracting new firms to locate there.

2. BIA-Type of Organization

The Business Improvement Area (BIA) is a legal entity with fund-raising capability through the municipality for projects of joint benefit to the businesses in a downtown area. The experiences of the ten case study BIAs indicated that a BIA-type organization is essential to effective downtown management. The majority of BIAs investigated had merchant associations in place prior to establishing BIA

organizations. However, these associations were weak and had trouble effecting any significant change. Windsor's Downtown Association, for example, suffered from a lack of resources and poor management before the BIA was formed. Many businesses that were benefiting from the Association's programs and activities were not contributing, and support for the Association dwindled.

Prior to becoming BIAs, downtown organizations in some municipalities found that they lacked legitimacy with municipal council and other community groups. In Ottawa, Council did not view the downtown corporation as the legitimate voice of downtown business until it was established as a BIA. Ottawa-Rideau BIA now represents all of the businesses within its boundaries and has gained the support of Council as evidenced through joint funding of downtown improvements.

Prior to the establishment of its BIA in 1974, Oshawa's downtown had a merchants' association operating. However, the Association was ineffectual because it had very low operating budgets. The Association eventually fell apart due to a lack of participation, funds and proper planning. With the BIA in place, Oshawa has since been able to coordinate major streetscape improvement and promotion programs, and the majority of its members participate in some way in BIA activities.

B. Five Keys to Success

The two prerequisites, a will to manage well and a BIA-type organization, provide the potential for excellent downtown management. Our research suggests that where this potential exists, the realization of excellent management requires five major principles or ingredients in a BIA:

- Full-time management
- A business-like management approach
- A medium-term strategic focus
- A view of downtown as a community resource
- An emphasis on early, visible improvements.

These are the five main differences between excellent and average management of a downtown business area. Each is examined in more detail on the following pages.

EXHIBIT 1.1

MANAGEMENT PROFILE

	FULL TIME	PART-TIME	VOLUNTEER
1. Downtown Rideau Board of Management	✓		
2. Downtown Oshawa Board of Management	✓		
3. Downtown Belleville Association		✓	
4. Bloor West Village			✓
5. Wiarton BIA			✓
6. Downtown Oakville BIA	✓		
7. Exeter BIA			✓
8. St. Catharines Association	✓		
9. Downtown Business Association of Windsor	✓		
10. Sarnia Downtown Improvement Area	✓		

Source: Peter Barnard Associates

FULL-TIME MANAGEMENT

The first and probably most important key to success, we believe, is the hiring of a manager to take over many of the duties normally carried out by volunteers. Out of the ten BIAs examined, six currently have full-time managers, one has a part-time manager and three are managed only by volunteer (Exhibit 1.1).

Common Problems Experienced Before Hiring Managers

Having a full-time manager provides the time commitment to get the job done well. Management of downtowns is a significant management job often involving dozens, if not hundreds, of member businesses, coordination of a variety of programs, and the solving of both long-term problems and immediate issues. It requires dedicated management with the time to get the full job done.

For most of the BIAs examined that currently have full-time managers, the hiring of a manager appears to have occurred as a natural, evolutionary process*. As the BIA organization matures, it typically becomes more sophisticated in terms of both the quantity and quality of projects it takes on. The decision to hire a manager is typically preceded by problems getting projects implemented. Some of the BIAs we examined found it difficult to follow through on specific projects once decisions had been made on how to proceed. Volunteer members were assigned major tasks, but many could not find the time to get the job done properly.

Volunteer BIAs Dependent on a Few Individuals

While many, in fact the majority, of downtowns in Ontario are managing to cope without the benefit of full-time help, the volunteer approach has many deficiencies. On the positive side, of course, a purely voluntary organization, properly administered, can be a

---

* Windsor's BIA is an exception because a full-time manager has been on staff since the organization was formed.

greatly rewarding, cooperative effort for those involved. But it invariably depends on certain individuals who are prepared to provide the extensive time commitment required. Thus, the organization often has no choice in terms of who manages and coordinates the effort, since it must rely on those able to spend the time. The organization can wither unless a series of qualified people can be found when needed, because few persons are usually prepared to spend five or more years in the position.

The volunteer-managed BIAs examined are clearly dependent on small groups of dedicated people. Bloor West Village, which is Ontario's first BIA, is recognized as being a very successful organization that has succeeded in enhancing the viability of the Bloor West Village business area. Much of the success of this organization can in fact be traced to a few dynamic chairmen and board members who have had the personal energy and skill to build consensus among the membership on important issues and have contributed the time necessary to get significant projects implemented. Since its inception in 1970, Bloor West Village has been able to find people willing to contribute the special effort to make the organization work, but its long-term continuity will always be uncertain.

While Exeter's BIA now has a strong core of board members, the organization at one time ran into trouble because of a major turnover in its board. A few years ago over half the board members retired from the organization. The new board members were inexperienced in managing the BIA, and the organization lost credibility and support from its membership and the community at large.

Managers Have Easily Proven Their Worth

The main argument usually advanced against full-time management is that most BIAs do not have sufficient budgets to hire a manager. However, in all of the BIAs we examined managers have easily proven their worth.

- Benefits of full-time management in Oshawa reflected in increased sales and accomplishments. In Oshawa, the number of projects the BIA was able to undertake doubled once a full-time manager was hired, while the BIA's budget only increased by 20 percent to cover his salary. While sales statistics were not collected by the

BIA, merchants interviewed claim that sales levels increased as a direct result of the efforts of the manager. They believe that the increase in their levy required to pay for the manager's salary has easily been covered by profits from increased sales.

- Sarnia's BIA manager improved municipal relations, attracted new businesses. Before Sarnia's BIA hired a full-time manager, BIA/municipal relations were strained. The BIA lost respect with city politicians and staff because it was frequently not well informed on key issues. The BIA was also crisis-oriented, reacting to problem situations rather than tackling the causes. The full-time manager now has the time to research issues properly, and he has been able to build better rapport at both the political and administrative levels. The manager clearly explains issues to the membership so that the BIA is able to develop an informed response in its dealings with the municipality. The manager has developed his liaison role so well that city staff now consult him on the possible BIA reaction to specific proposals.

  In addition to improving BIA/municipal relations, Sarnia's manager has also been instrumental in attracting new businesses to downtown. He spends approximately 40 percent of his time trying to attract new businesses and has been able to reduce the retail space vacancy rate from 24 to 12 percent.

- Success with part-time management leading to full-time management in Belleville. Belleville's part-time manager has succeeded in improving the quality of the organization's advertisements and has improved the efficiency of its promotional programs. The BIA representatives we interviewed believed that the improvement in the quality and quantity of promotional activities has been reflected in improved sales. A clear indication of the benefits from professional management in Belleville is that the BIA is now planning to move to full-time management.

- Ottawa-Rideau, Oakville BIAs planning to hire additional staff. BIAs in Ottawa-Rideau and Oakville have recognized the importance of full-time management and are planning to take on

additional staff in order to accommodate additional projects and programs.

Finally, further evidence of the value of full-time management is that once BIAs hire managers, it is unlikely that they will return to volunteer management. None of BIAs we examined that have managers were planning to move back to volunteer management, and as noted three are planning to increase their staff.

ADAPT CORPORATE MODEL OF MANAGEMENT

Associations, non-profit corporations and private corporations as models of management approaches all have distinct characteristics in terms of basic objectives, board composition, involvement of the board in operations and the manager's role within the organization. In our view, the corporate model best fits the needs of a downtown organization. In keeping with the corporate model, a downtown organization should:

- Have the specific objective of providing measurable returns to its members and the community at large.
- Have a mixed board including community representatives from outside the organization as well as businessmen who have a stake in the organization's achievements.
- Have a manager who implements well-defined programs agreed to by the board.

BIAs Operating Under Different Management Models

Out of the ten BIAs examined, we found examples of all three types of management models.

- Volunteer-managed BIAs clearly operate as associations. The three volunteer-managed BIAs (Wiarton, Exeter, Bloor West Village) and the one BIA with a part-time manager (Belleville) operate in a way that most closely resembles the association model of management. Their boards are composed entirely of volunteer members of the association and include no outsiders other than the mandatory municipal council representation.

The board members themselves are responsible for the day-to-day activities of the association, and the success of the association's efforts hinge on these individuals.

- Most BIAs with full-time managers operate like non-profit corporations. BIAs in Oakville, Ottawa-Rideau, Oshawa and Sarnia resemble most closely the non-profit corporation management model. The board is detached from the day-to-day operation of the organization. The manager effectively runs the organization with limited input from the board. The manager frequently interprets the priorities of the board rather than getting explicit direction. In one case the manager even appeared to be directing the board in setting priorities. In short, most of the BIAs with full-time managers that we examined rely very heavily on the manager to get the job done. In two of these BIAs board members expressed real anxiety over the possible fate of the organization if the manager left. While certainly a credit to the capabilities of the managers, these BIAs have come to depend too heavily on the contribution of one individual.

- Only two BIAs examined operate like corporations. The BIAs in St. Catharines and Windsor most closely resemble the corporate management model. In both cases the boards provide good direction to their managers on priorities and programs to be undertaken. The managers are essentially resource people to the board, and they are charged with executing board initiatives. In both cases the chairman of the organization rather than the manager is the key voice of the BIA in its internal and external relations. As chief spokesman of the organization, the chairman represents the organization in dealings with municipal council, other organizations and the press. He is also the author of all important BIA policies and establishes the basic philosophy for the activities of the organization. The chairman also has considerable power in setting the policy direction of the organization. In St. Catharines this power is formalized by giving the chairman the right to veto board decisions.

Management Approach Evolves Over Time

Based in our examination of ten BIAs we believe that, as a BIA becomes more sophisticated, it will eventually grow into the corporate management model. BIAs tend to start out as associations with volunteer board members taking responsibility for implementing projects and programs. Over time, they find they can no longer cope with the workload and hire a manager to take responsibility for day-to-day tasks. Typically the manager can accomplish a great deal more than the BIA was able to handle before. The BIA will start to rely on a good manager to get things done, and board involvement in directing the organization's activities may dwindle. The next evolutionary step involves the BIA board becoming more sophisticated in directing the BIA's activities. In line with the corporate management model, the board begins to take a greater role in directing and evaluating the manager and the organization's activities.

Although few BIAs have evolved to the corporate model of management so far, clearly this is the most effective way of structuring a BIA organization. The manager should be the driving force, but he or she should be directed and ultimately evaluated by the board.

STRATEGIC THINKING WITH A MEDIUM-TERM OUTLOOK

As well as adopting a corporate model of organization, the downtown organization should also adopt the corporate notion of strategic planning. As it can be applied to downtown management, there are three key aspects to the corporate strategic planning model:

- Clear objectives. The organization establishes objectives and agrees in advance upon measures so that performance can be monitored and corrective action taken where necessary.

- Competitively directed programs. The organization assesses its strengths and weaknesses vis-a-vis the competition, and develops a plan including broad strategies and specific programs for dealing with its competition. (From this plan come budgets, staffing, timing etc.).

- Continual evaluation and updating. Corporate strategic planning is not rigid; built into it must be an ability to recognize where programs are not working, where objectives are inappropriate and where changes need to be made.

Programs in Some BIAs are Competitively Directed

We found some BIAs to be much better than others in understanding their competitive position. Some have a clear understanding of their strengths and weaknesses vis-a-vis the competition and have been able to link this knowledge to specific strategies and programs. Others appear to have given little thought to their competitive position and their programs and activities consequently lack coordination. Some of the better efforts are:

- Windsor's BIA concentrating on specific market segment. While a detailed retail market analysis was not completed, the manager of Windsor's BIA completed an informal assessment of the city's retail market and developed a marketing plan that outlines a strategy to focus marketing efforts on a specific target market segment. Briefly, Windsor's BIA is trying to appeal to young, upwardly mobile professionals with higher-quality and higher-priced merchandise. All their promotions and publicity efforts are designed to project a high-quality image for downtown. The BIA actively communicates this strategy to local merchants in an effort to get them to tailor their merchandise and marketing activities to this strategy. The BIA also works to fill any store vacancies with appropriate types of retail outlets.

- Sarnia's BIA promotes downtown as cultural focus. As in Windsor's BIA, the BIA manager in Sarnia completed an informal market assessment in consultation with store owners. The BIA concluded that its major competition, the suburban malls, are catering to the middle and lower-priced retail markets and that downtown's best opportunity is to focus on the upper-end or luxury market. In keeping with this strategy the BIA concentrates on developing cultural promotions. For example, each summer it sponsors classical street musicians to play in various locations throughout the downtown. The BIA believes its best opportunity is to promote

downtown as the cultural focus of the community. Rather than advertising individual stores, therefore, it promotes special, community-oriented events.

- Bloor West Village BIA markets to local community. The Bloor West Village BIA recognizes that it cannot compete with the major regional shopping centres in the Toronto region and, instead of advertising broadly throughout the city, concentrates most of its promotional efforts on the Bloor West Village community. The BIA organizes a number of community events and promotions including sidewalk sales and a street festival, and it does much of its advertising through the local community newspaper (Bloor West Villager). Each year the BIA also publishes a community directory listing all local businesses and services. The objective is to get the Bloor West Village community to identify with the BIA as part of the community and to spend more dollars locally.

Little Market Intelligence Collected

While some of the BIAs we examined have been able to assess their competitive position and direct their programs and activities accordingly, most clearly suffer from a lack of good market intelligence in two areas.

1. Few BIAs have developed strategies based on solid marketing research. In some of the cases examined, BIA managers have been able to conduct small-scale market research projects but most do not have the resources to complete professional market surveys. Many BIAs examined have developed an intuitive understanding of the market environment but could benefit from having better information on market shares and consumer shopping behaviour.

2. None have systems in place to accurately monitor the effectiveness of promotions. In shopping centres, retail outlets are frequently required to submit monthly retail sales figures to mall management to be used in lease calculations.

This information is also an excellent means of monitoring the effectiveness of specific promotional programs. None of the BIAs we examined has been able to develop a system of this nature, and they, therefore, suffer from a lack of feedback on their promotional activities. Most BIAs do monitor the impact of their projects informally, but they could benefit from more accurate data.

Planning for the Short Term Only

In all the BIAs examined, we found that planning occurs during the budget setting process when decisions are made regarding programs and activities to be carried out during the next year. The process typically involves the setting of basic priorities and then the estimation of budget requirements. There is no standard method for setting priorities in terms of who gets involved. BIA boards, committees or in some cases full-time managers will take the lead in setting priorities and striking budgets.

Because planning typically occurs during the budget process, the focus is on the short term (i.e. the next year). The only long-range planning that occurs usually involves physical improvements. Many BIAs are working towards longer-term design plans and use these plans to set annual improvement budgets. Otherwise, most of the BIAs examined do not have explicit objectives to guide their activities over the longer term.

While most of the BIAs examined do not have formal planning processes, we found that all do have basic goals or a philosophy on what the BIA wants to achieve. The problem appears to be in articulating this philosophy and in linking it to specific objectives to guide the BIA over the longer term.

In short, the planning undertaken by the BIAs examined is unsophisticated and focuses on the short-term only. However, two of the BIAs are using better than average approaches which are worth noting here.

- St. Catharines Prepares Annual Policy Statement. Of the ten BIAs examined, St. Catharine's BIA is unquestionably the most sophisticated in its planning. Each year before the budget is developed, all committees of the BIA are required to formulate major priority statements. The

executive committee takes these priorities and prepares a draft policy statement. The full board will then review the committee priorities and draft a policy statement prepared by the executive. The final result is a position paper that is presented to St. Catharines City Council along with the BIA's annual budget for Council approval. The position paper outlines downtown priorities for the coming year and discusses specific initiatives related to these priorities. The initatives are specific, but no criteria for evaluating results are established. The position paper usually focuses on priorities for the next year, but in some years they have included statements related to longer-term objectives of the organization. (Copies of two St. Catharines position papers are included in Appendix B.)

- Oshawa sets goals, objectives, evaluation criteria during budget process. In Oshawa the annual budget process is initiated in December by the BIA manager. Using a standard form, he works with the various committees in the organization to establish priorities and program budgets for the next year. The form is outlined as follows:

Goal Heading: _____
Start Date/Duration: _____
Objectives: _____
_____
_____

Cost: _____
_____
_____

Evaluation: _____
_____
_____

This form forces the manager and committee members to specify objectives related to project goals. Project costs and criteria (mainly qualitative) for project evaluation are also identified. Inherently, this is a short-term planning process that focuses on the next year only. However, the manager has an informal three-year plan in note form that he refers to at budget time.

VIEW DOWNTOWN AS A COMMUNITY RESOURCE

Downtown is not just another shopping centre, and some important differences represent competitive advantages for downtown. The downtown is still regarded in most municipalities as the heart of the community. Community residents and the municipality have a vital interest in the long-term health of the downtown because of its role in the community and because of the employment and tax base it represents.

Downtown organizations should capitalize on this major competitive strength by regarding themselves as important community resources. This conception of downtown should permeate all activities of the organization. In keeping with this philosophy, the downtown organization should strive to gain the full support of other community organizations in order to convince the community that it is managing a community resource and to gain asssistance in downtown-related activities.

Mixed Results in Building Community Support

Almost all of the BIA representatives we spoke to recognize that downtown is an important community resource. This view has apparently been widely accepted. However, some BIAs examined had been better able to "operationalize" this philosophy. While many have based their promotions and other activities on the concept that downtown is an important community resource, some have met with better success than others in building community consensus around this philosophy. The contrasting experiences of BIAs illustrate this point.

- St. Catharine's BIA has achieved broad support for downtown revitalization. The St. Catharine's BIA was unquestionably the most unusual organization of the ten cases examined. This is a large BIA with over 500 member businesses. However, only about 25 percent of the members are retail outlets. Although a retail promotions committee undertakes advertising programs, this BIA directs most of its efforts to promoting community economic development. It views the downtown as an important community resource and in fact has assumed responsibility as the primary agency promoting St. Catharine's for economic development.

This view is reflected in the types of activities the BIA gets involved in. In addition to organizing a broad range of community events, the BIA has researched the city's economic development prospects and has identified target industries and firms for promotional efforts. The BIA has also initiated a variety of external promotional activities to interest firms in locating here. One of their major efforts was the production of a $9000 video tape presentation that describes the strengths of St. Catharines as a business location.

St. Catharines BIA also has emphasized public relations and has directed considerable effort towards communicating to City Council, community groups and the general public the view that downtown is an important resource. By building consensus around this philosophy, St. Catharines BIA has achieved broad community support.

- Belleville's BIA continues to fight City Council over suburban shopping mall development. Since the inception of Belleville's BIA in the early 1970's, relations between the Association and the City have been poor. The BIA has fought the City continuously over suburban shopping centre projects. Initially City Council maintained control over the BIA by selecting the BIA board members rather than accepting recommendations from the membership through general elections. The BIA achieved greater autonomy from the city in the mid 1970's but the shopping centre battles continued. The conflict heated up again this year when the BIA launched a civil action against the city over a city interpretation of the Zoning By-law permitting the development of another suburban shopping centre.

CHANGE IMAGE THEN EMPHASIZE MARKETING

In our view, a downtown organization striving for excellence will maximize its returns by an early focus on physical improvements. The important objective is to communicate to the public and the organization's members that "something is different". In a marketing sense, early emphasis on physical improvement launches "a new concept of downtown" and sets the stage for later programming. After physical improvements are in place,

the organization can shift focus more effectively to promotions and a communications strategy geared towards getting people to "sample" a new downtown. To accommodate this shift in focus, the organization itself will have to evolve. Budgets, committees and programs, will all likely have to change to ensure a smooth transition.

Many BIAs Found Support Grew After Physical Improvements

In many of the cases examined, physical improvements have proven to be effective in developing BIA support and commitment. Oshawa, Ottawa-Rideau and Belleville BIAs focused their activities and resources almost entirely on physical improvements during their early years, then shifted more to promotion after the quality of the downtown environment improved. These BIAs found that membership support for the organization and participation in its activities grew after streetscape improvements were made.

Sarnia's downtown has recently been through a major revitalization project that included the development of a new Eaton Centre and streetscape. The downtown now has a brand new image and the Association has a much larger membership with the addition of the Eaton Centre stores. As a result of the changes, consumer traffic in the downtown has increased markedly, and merchants believe that sales will eventually start to grow. With most of the improvements completed, the BIA is now heavily concentrating its efforts on promotions. Sarnia has also found that the physical improvements have been instrumental in maintaining the support of non-retail members of the organization. They have seen concrete improvements as a result of their contributions to the BIA, and few have objected to the BIA's current emphasis on promotions.

Physical improvements do not have to be as dramatic as those in Sarnia in order to effect positive change. Merchants in Bloor West Village realized noticeable improvements in sales levels early on in their streetscape improvement program when only a few minor changes had been made. Like Sarnia, Bloor West Village has also found that streetscape improvements have helped to maintain the support of non-retail BIA members.

Others Believe Improvements Need Not Come First

Some of the BIAs we examined have taken different approaches to physical improvements. Oakville's BIA, for example, believed that the key priority for its downtown was promotion in order to compete with suburban shopping centres. Physical deterioration was not a major problem, and the Association therefore only started streetscape improvements in 1982, four years after organizing as a BIA.

The St. Catharine's BIA has a unique perspective on physical improvements. Because it considers downtown to be a community resource, the BIA believes that streetscape and other physical improvements are the responsibility of the City. The BIA believes that its appropriate role is to attract private sector investment to the downtown.

* * * *

In terms of the keys to excellence we identified in downtown management, the ten BIAs studied appear to be doing some things better than others. Only two so far have adopted a corporate management style and developed longer-term, strategic plans. However, most view themselves to be developing important community resources, and many have based their programs and activities on this philosophy. Also, where physical deterioration of the downtown has been a problem, an initial BIA focus on streetscape improvements has met with positive management results.

2. MANAGEMENT TECHNIQUES OF THE PROFESSIONALLY - MANAGED DOWNTOWN

While the five keys to success discussed in the previous chapter are critical for the downtown association striving to be excellently managed, there are many other facets of management which need to be done well. In this chapter the experiences of the ten case study BIAs illustrate the other areas of management where BIAs have had problems or successes.

The principles discussed in this chapter are for the most part equally applicable to BIAs with and without full-time managers. However, some unique management considerations applicable to volunteer-managed BIAs are discussed at the end of the chapter.

When dividing downtown management into its constituent parts, it is helpful to think of the basic four elements in the management of any organization.

1. Organization and staffing. How the entity organizes itself in relation to the functioning and composition of the board, the role and skills of the professional manager and the management of volunteers.

2. Programs. Those activities which the organization mounts to achieve its goals. These can include external programs such as physical improvements, marketing and promotion as well as internal communications programs with members and others interested in the downtown area.

3. Budgeting and finance. How an organization carries out its budget activity and how day-to-day financial matters are handled.

4. Property management and policy development. How the downtown organization coordinates basic maintenance activities and how it achieves some uniformity in key policies which affect the overall operations of the downtown area.

The following is not meant to be an all-inclusive list of how each of these functions should be managed. Rather we emphasize those important components which contribute to well-above-average, if not excellent, management practices for a downtown area.

ORGANIZATION AND STAFFING

A critical starting point in effective downtown management is organization and staffing, which in our view should follow certain basic approaches:

- Ensure that all benefiting businesses are included within BIA boundaries. It is difficult for a downtown organization to be effective when all businesses affected are not contributing.

- Select the right kind of person for manager. The downtown manager must be a committed and enthusiastic person with good interpersonal, communications, leadership and organization skills. Other skills or qualities required largely depend on the organization focus.

- Keep board small. A smaller board is more efficient in decision-making. Though it is also important to ensure a balance of representation, smaller boards help to emphasize the importance of the role of each member.

- Select board members carefully. Board composition should provide for both retailer and non-retailer representation as well as municipal and possibly other outside representation from the community at large.

- Emphasize committee processes. Detailed tasks and decision-making are more efficiently dealt with at the committee level.

- Work at board rotation and continuity. A combination of long-term and short-term members work best.

In this section we look at the experience of the ten case study BIAs in organization and staffing.

All Have Established Rational Boundaries

For the effective functioning of a downtown organization, all businesses affected by its program must contribute to it. Many downtowns, having to compromise in order to ensure sufficient percentage support for the initiation of a BIA, have excluded some areas of downtown from the BIA designation. If these areas have

significant business concentrations, they inevitably benefit (or are at risk) from the BIA's activities. It is very difficult for a downtown organization to be effective when all businesses affected are not contributing.

All of the BIAs we examined currently appear to have rational boundaries, taking in most of the downtown businesses affected by BIA activities. Some have gone through expansions to take in new developments or fringe areas that were logically part of downtown. Windsor's BIA, for example, expanded in 1982 adding 200 new members. This BIA now covers one square mile encompassing almost all of the downtown retail area and has 800 members.

There does not appear to be a maximum size for a BIA beyond which the organization becomes ineffective. St. Catharines, Windsor, Oshawa and Ottawa-Rideau are all large organizations and appear well managed. However, it is important that businesses contained in the BIA can identify with the area that is included. In other words, the BIA members must view themselves as being part of a common business area. A BIA will probably not work if it contains two or more areas with distinct identities.

Effective Managers Have Strong Interpersonal and Communication Skills

Perhaps the key decision for a downtown board is the appointment of its manager. There are a number of important attributes which this manager should have:

- Strong interpersonal and communications skills
- Leadership and persuasive powers, high self-motivation and a real sense of mission
- Skill in organization and planning
- Familiarity with the local situation in general, but not a local business person and so not perceived to have any business bias within the organization and therefore able to provide an objective perspective to all members when solving common problems

- Interest in what other organizations are doing and how they are managed; this interest is expressed by keeping abreast of downtown initiatives in Canada and elsewhere and a constant search for new perspectives on old problems

- Some management experience, particularly in dealing with - and to a degree managing - a diverse board

- Along with management and organizational skills, a real ability to delegate and to ensure effective follow-through by those to whom activities are delegated.

It became clear from our discussions with BIA managers that while all these skills are important, interpersonal and communication skills stand out as being critical. All of the managers in the BIAs we examined interact daily with BIA members and other community groups. The BIA manager is essentially working for each member of the organization and must be able to get along with a large number of personalities. The manager must gain the respect of the organization's members through face-to-face contact and be able to build consensus on critical issues. The successful BIA mananger is able to help resolve many problems informally before organization meetings.

Communication skills are essential because the BIA manager must condense and communicate concisely a considerable amount of information for the BIA board and membership to consume. Some of the issues which the BIA must deal with are complex, particularly some municipal planning issues, and the manager must be able to review all relevant information and synthesize it in a way that allows the organization's members to grasp quickly the critical points.

Specialized Skills Depend on Focus

While communication and interpersonal skills were common to all of the BIA managers we spoke to, other specialized skills depend on the organization's focus. For example, Oshawa's BIA is heavily involved in advertising and promotions and benefits from having a manager with a retail promotions background. Ottawa's BIA takes advantage of its manager's ability to work with the media and concentrates on developing editorial

publicity. The St. Catharine's BIA is large and diverse, with retail interests representing only one - quarter of the membership. In this case the manager's strength lies not in promotions but in organizational skills to deal with a wide range of issues and coordinate the activities of over 500 retail member businesses.

The background experience of the managers we met was very diverse and there seemed to be no experience profile especially suited to the BIA manager's role. The manager must be a reflection of the needs and focus of the organization.

Boards Structured to Reflect Interests and Tap Skills

The BIAs we examined have given a lot of thought to board composition. All recognize the need to make the board representative of the various stakeholders in the BIA and to provide specific expertise required for the management of the organization. Bloor West Village, for example, ensures that its board reflects the various ethnic groups in the organization and the different business interests. It also makes sure there is representation from both retailer and professional BIA members. It finds that this mix helps to prevent the BIA from being viewed as purely a retailers' organization.

Belleville's BIA also carefully structures its board. In addition to independent retailers, it tries to have representation from a bank, a major chain store and a professional office. It has found that a mix of this type not only ensures proper representation of various interest groups but also brings to the BIA the necessary financial, promotional and legal skills.

Sarnia's BIA, in addition to ensuring representation from non-retail businesses, has an informal arrangement whereby the mall manager of the downtown Eaton Centre always sits on the board as a director. This reflects the need to coordinate promotions between the downtown merchants and the Centre and ensures that the Eaton Centre retailers are represented in the BIA.

Most of the BIAs examined structure their boards informally, with the exception of St. Catharine's BIA which has specific quotas for representation as follows:

- Two aldermen
- Four from retail

- Two from service industries
- Four from professional or corporate offices
- Two from financial sector
- One Regional Councillor (not an official Regional appointee).

We have recommended that small boards (six to eight people) are more effective for decision-making. However, many of the ten case study BIAs have much larger boards and still appear to operate effectively. While a smaller board would undoubtedly facilitate decision-making, it has also been felt important to make sure that the Board is large enough to reflect the various interest groups involved in the organization.

Of course it is possible to take a good thing too far. The Ottawa-Rideau BIA, for example, had 33 board members when it started. It found this size to be unwieldly and soon reduced the board to 19 members. Decision-making became more expedient, yet the board still was able to maintain a proper mix of representation from the membership.

While a good BIA manager can partially compensate for a weak board, the quality of management inevitably depends on the board and its ability to direct the organization in response to membership interests. It appeared to us that the strongest boards were in the Oshawa, Oakville and St. Catharine's BIAs where there are large non-retail business memberships and an excellent range of talent to tap. Some of the smaller, retail-dominated BIAs appear to suffer from a lack of necessary management skills.

Few Have Mechanisms to Ensure Continuity

A number of the BIAs examined have had problems with maintaining management continuity because of attrition on the board. However, only a few have established mechanisms to deal with this problem. Exeter, for example, tries to ensure that a board includes at least 50 percent veteran members in each term so that experienced members can teach new members how the manage the organization.

Belleville's BIA also tries to ensure a mix of new and old directors on the board. Further, it requires the past chairman to remain on the board as a director.

Committee Structures Reflect Organizational Focus

All of the BIAs we examined had different committee structures, and it became clear that there is no one perfect model. The committees established must reflect the BIA's plurality of issues, interests and activities. Many BIAs have established committee structures based on the organization's various functions. For example, Wiarton's BIA has a promotions committee, a planning committee that deals with physical improvements and a block captain's committee that is responsible for maintaining contact with the membership. Bloor West Village only has two committees - advertising and promotions, and beautification. In addition to a retail promotions, parking and planning committee (physical improvements), St. Catharine's BIA has a communications committee responsible for promoting economic development.

Other BIAs have established committee structures based on the various interest groups represented in the organization. Oshawa's BIA, for example, has four standing committees including a retail council, a service sector council, a business committee that deals with physical improvements and includes both service sector and retail representatives, and a block captains committee that disseminates information to the membership.

Over time, some committees may fold and/or new ones are established as the focus of the BIA organization changes. Some BIAs establish ad hoc committees or special project committees to deal with current priorities or special initiatives. The Ottawa-Rideau BIA, for example, has a fixed-standing committee structure, while the board establishes subcommittees to deal with special projects as needed. The subcommittees are automatically dissolved when the project is completed.

Finally, some of the larger BIAs examined also have executive committees that consist of the organization's officers (typically the chairman, vice-chairman, treasurer and secretary). The executive usually deals with many of the day-to-day issues related to the operation of the BIA and reduces the number of administrative matters the full board must deal with.

Few Have Formal Constitutions

Of the ten case study BIAs, only two have developed formal constitutions - Exeter and Sarnia. Exeter's BIA claims to be the pioneer of the BIA constitution. Sarnia in fact used Exeter's constitution as a model. Exeter's constitution is quite detailed and specifies a number of matters:

- Board composition
- Notification procedures
- Voting procedures
- Duties of the officers
- Administration procedures, etc.

Exeter's BIA believes that its constitution has been a useful management tool. The constitution helps to resolve disputes over certain procedures and also provides an excellent introduction to new members on the organization's modus operandi (a copy of Exeter's Constitution is included in the appendix).

Other BIAs examined rely on the provisions of the implementing municipal by-law and informally accepted procedures as the basic rules for the management of the organization. In some cases, we found the implementing by-laws to actually be quite detailed and cover most of the topics that would normally be covered in a constitution. St. Catharine's BIA, for example, has had its implementing by-law amended a number of times to include new procedures.

ACTIVITIES AND PROGRAMS

As already noted, it is important for the organization to develop a specific strategy based on the organization's objectives and to identify measures to determine if the objectives are being met. The activities and programs of the organization should relate to this strategy. Within the strategic plan, however, certain activities and programs are more important than others.

- Regard marketing and promotion as the prime external function. The early stages involve skills in physical improvement and organization, but in the long run downtown organizations rise or fall on the quality of their marketing and promotion programs.

- Emphasize communications as the prime internal function. A variety of techniques can be used to ensure that the membership is actively aware and involved.

- Ensure coordination of individual businesses with overall promotion programs. Both business owners and employees must understand and participate in BIA activities and programs.

- Make sure there is something for all types of businesses. Do not forget the non-retail sector.

- Get community organization actively involved. Coordinate for possible economies of scale and rationalization of activities, events, etc.

Promotions Primary External Activity

All the BIAs examined devote the majority of their resources and efforts to advertising and promotion. Nine out of ten concentrate almost exclusively on retail-oriented promotions. St. Catharine's BIA, because it views itself to be a key player in community economic development, concentrates on community promotional techniques to attract new firms as well as retail promotions.

The fact that most of the BIAs view themselves to be presiding over an important community resource is clearly reflected in the advertising and promotional techniques utilized. Emphasis is placed on organizing community events such as Christmas parades and street festivals. Most BIAs hold a number of sales throughout the year, and many try to turn the sales into community events by including other activities as well such as contests and concerts. Most of the BIAs examined use a "soft-sell" approach in their advertising. They try to project the message that downtown is a "people place", "a place where people care", "the heart of the community", and they focus their advertising on special BIA events and sales.

Some of the BIAs examined (e.g. Exeter, Bloor West Village, Oshawa, Windsor) produce directories or calendars for distribution to the community. This may be impractical for BIAs with limited budgets catering to large market areas, but the BIAs that have tried this have had good success with it. They have found people view it to be a useful community service rather than a promotional gimmick.

Most Recognize Importance of Internal Communications

Communication among members is the prime internal function of the BIAs examined. In fact, many BIA representatives stated that the key to successfully managing their BIA organization is to ensure that the membership is well informed and has plenty of opportunity to participate. The BIAs examined use many techniques for this purpose.

- Monthly newsletters. All the case study BIAs utilize newsletters as a way of keeping the membership informed. The sophistication of these newsletters, as expected, varies widely depending on the size of the organization. The smaller BIAs (e.g. Exeter, Wiarton) rely on a typewriter and photocopy machine, while larger BIAs (e.g. Oshawa, Windsor) have their newsletters professionally typeset and printed (examples of BIA newsletters are included in the appendix).

- General meetings. Some BIAs have good success getting their membership out to general meetings others are plagued by poor attendance. General meetings appear to work better in smaller BIAs where there is likely to be more community identity and the interests of the organization are not so diverse. Large BIAs, particularly ones with significant non-retail sectors, find that other techniques, such as block captains, are more effective.

- Block captains. BIAs in St. Catharines, Oshawa, Windsor and Bloor West Village use block captains who are responsible for distributing newsletters, reminding members of meeting and event dates, monitoring opinions on BIA issues, and bringing complaints and ideas to the Board. The BIAs that use this approach are quite large and find it to be an effective way of ensuring that board decisions reflect membership interests. Bloor West Village BIA finds that block captains are also often able to build consensus on issues before general meetings are held. Block captains are typically not board members, but in some cases they meet in a special block captain's committee that is chaired by a board member. The number of block captains required depends on the size of the membership. The experience is that one block captain should be responsible for no more than about 25 to 30 members.

- Management by wandering around. Executives at the computer firm of Hewlett-Packard use this expression to describe their informal, close-contact management approach. We found that in all of the case study BIAs with managers, the managers utilize this approach to keep in touch with the membership. Many spend a lot of time on the street, visiting with BIA members in order to monitor current problems and attitudes towards important issues. Some managers also devote much effort to maintaining contact with municipal officials and community groups to develop an understanding of broader public sentiment.

- Annual reports. A few of the case study BIAs examined also produce annual reports that are distributed to the membership. The best annual report we found was from Oshawa's BIA. It is quite detailed and includes a summary of BIA accomplishments over the past year, a list of BIA objectives, a description of the board and committee structures and a profile of staff and board members.

A number of other communication techniques are being used less widely. Wiarton's BIA makes use of a bulletin board and a short column in the weekly newspaper to keep members informed. The manager and the board must maintain numerous communication channels and it is important to ensure there is agreement on who manages which aspects of the communication program. Overlap or duplication in these activities is not only costly but also potentially harmful to the organization.

Most of the BIAs examined have a good sense of the many publics with which they must communicate, but none has a formal policy on division of responsibility for communications. St. Catharine's BIA appears to have the clearest sense of the need to coordinate communications. The chairman of this BIA is considered to be the chief spokesman in all internal and external communications, and the BIA manager and other members avoid making public statements related to BIA policy.

Coordinating Businesses with Promotions a Problem

In all of the case study BIAs, getting individual merchants to coordinate their promotional and marketing efforts has been an ongoing problem. By nature, downtown

businessmen are independent, and many often have trouble with the concept of coordinated marketing with their competitors.

Both business owners and employees must be properly informed of the strategy behind every BIA marketing effort. A number of communication techniques that the BIAs examined rely on have already been discussed. In addition, some have found that it is useful to publish a promotions calendar at the beginning of the year which specifies the dates of all special events and the deadlines for advertising insertions associated with them (Belleville's calendar, the best example we found, is included in the appendix). Some of the BIAs also produce stickers for store windows and buttons for employees to wear during specific promotions.

Getting all BIA businesses to participate in a promotion can be difficult, but the hardest task is to get retailers to adjust their merchandising practices in line with BIA marketing plans. The BIA managers we spoke to indicated they have in a few cases been able to convince store owners to make small cosmetic changes (e.g. change window displays) but to pursuade owners to dramatically alter their business plans is next to impossible. Here BIAs are faced with a real weakness compared to shopping centres, which frequently have strict rules on merchandising practices.

Need to Serve Non-Retail Sector Recognized

The BIAs we examined all recognize the importance of making sure that there is something for everyone in the organization. Non-retail businesses contribute significantly to them, and each BIA has taken measures to ensure that non-retailers see direct benefits from the organization.

In many BIAs, such as Sarnia and Ottawa-Rideau, heavy emphasis was initially placed on physical improvements. Non-retailers typically believe that physical improvements benefit their operations as well as those of the retail outlets. In other cases, such as Oshawa's BIA, service businesses are represented by a special committee. The Bloor West Village BIA community directory includes a listing of all business and personal services in the organization and their phone numbers. The service businesses view this to be a very useful function.

Some BIAs Successfully Build Coalitions with Other Organizations

As noted in Chapter One, a key to success in downtown management is to gain the support of other community organizations. Some of the case study BIAs have recognized the importance of such support and are actively cooperating with other groups in areas of common interest.

Most important, of course, is developing a good working relationship with the municipality. Some of the BIAs examined have excellent relationships with their municipalities and get a lot of financial and political support for their programs and activities. Others have to fight vigorously for even minor assistance and have been less successful overall in their efforts to improve downtown.

It is also important for BIAs to build good relationships with other community organizations. It may be possible to share costs on certain projects, and it also pays to have allies that will support the BIA on critical issues such as suburban shopping centre development.

Exeter's BIA has been successful in working with service clubs on special events. The BIA funds the Santa Claus parade, while the Lions Club contributes the manpower to coordinate and run it. The BIA also gets involved with a number of the town's service clubs in organizing Exeter's Heritage Days festival.

Wiarton's BIA also heavily emphasizes building relations with other community groups. Each year the BIA does a survey of all community groups and prepares a master list of community events. In addition to cooperating with a number of these groups on special events, the BIA serves as a clearing house for community information. The Wiarton BIA has also developed an excellent rapport with the municipal government which helps fund the organization.

BUDGETING AND FINANCE

This is a sensitive area for downtown management, but one that BIAs appear to be handling quite well. Three factors seem especially important:

- Establish a well-defined process for striking budgets. The process should include consultation with membership and evaluation of past expenditures.

- Establish a clear financial system which controls and monitors expenditures. All systems should be beyond reproach.

- Tailor the budget to both needs and resources. Budget levels should be consistent with objectives.

BIAs Use Similar Budgeting Practices

All of the BIAs examined have established well-defined budgeting practices and have not run into major problems in this area. As noted in Chapter One, the budget process is the only mechanism used by BIAs for setting objectives and planning activities. The basic budgeting processes used are similar, but who initiates them and who eventually gets involved in the process does vary. The Oakville and Bloor West Village BIAs have systems that are typical of the case studies examined.

- Manager coordinates budget process in Oakville's BIA. In the Oakville BIA, the budget process is organized entirely by the manager. She meets with the various committees to review last year's budget and determine where cuts can be made or where additional funds are required. The manager then prepares a draft budget for review by the budget committee which consists of the various committee chairmen, the BIA chairman and the treasurer. The budget committee establishes priorities and prepares a final budget for approval by the full BIA board. As in all BIAs, municipal council must then approve the BIA budget as part of its budgeting process. Also typical of some of the larger BIAs, the general membership does not vote to approve the budget.

- Treasurer coordinates budget process in Bloor West Village BIA. In the Bloor West Village BIA, the treasurer prepares a document outlining the previous year's budget and actual disbursements and meets with the association's committees to come up with a budget estimate for the coming year. The treasurer then takes a draft budget to

the board for approval. Once the board approves the budget the BIA membership votes on it at a general meeting.

Few Link Budgets to Project Evaluation and Objectives

The major weakness we identified in the budgeting practices of our case study BIAs is the lack of project evaluation and planning before budgets are prepared. Many BIAs appear to be weak in their ability to assess accurately the real benefits derived from their projects and activities. They also do not establish budgets for the coming year on longer-term objectives. Many typically end up calculating their budgets based on maintaining the same basic mix of projects and activities undertaken in the previous year.

As described in Chapter One, the budgeting and planning process used by Oshawa's BIA is one of the more sophisticated systems we found. This BIA uses a zero-based budgeting technique and has each committee complete special forms on all BIA projects. These forms require the establishment of longer-term goals, specific objectives and criteria for evaluation. During the subsequent year's budget process, these forms then serve as a means for evaluating each project and determining how funds should be allocated in the coming year.

Probably the major reason many BIAs have not adopted similar approaches is the inherent difficulty in evaluating the success of specific projects. As noted in Chapter One, BIAs suffer from a lack of accurate market information to determine whether their projects are having any impact.

Some Have Better Mechanisms for Monitoring Expenditures

In some of the smaller BIAs, the organization's financial position is monitored on an informal basis only. The treasurer takes sole responsibility for maintaining the BIA's financial records and provides verbal reports to the board as required throughout the year. We found that two case study BIAs had experienced budget over-runs which a more formal system of financial reporting might have helped to avoid.

A number of the BIAs examined have established more formal mechanisms for regularly monitoring their financial position. Many have adopted a system whereby

each month the board reviews a financial report indicating a breakdown of the year's budget and a running total of expenditures to date by item (examples are included in the appendix). Oakville's BIA, whose system was set up by the municipality, receives monthly financial statements prepared according to the municipal format.

PROPERTY MANAGEMENT AND POLICY DEVELOPMENT

The professionally managed downtown will seek to keep its house in order and will encourage all businesses to abide by policies considered important to the downtown marketing effort. Certain strategies can assist in this area:

- Develop an active program to influence maintenance quality. In co-operation with the municipality, the downtown organization should ensure effective maintenance of the downtown through a clear delineation of responsibilities.

- Have a program to minimize vacancies. The downtown organization should attempt to influence the retail mix.

- Establish formal policies on critical issues. Often highly contentious, the downtown organization should nevertheless attempt to establish policies essential to effective marketing, including uniform store hours, rules on merchant parking, signage restrictions, etc.

Different Levels of BIA Involvement in Maintenance

Coordinating downtown maintenance has not been a significant problem for many of the case study BIAs. However, there are quite different levels of BIA involvement in downtown maintenance. The Bloor West Village and Oakville BIAs take full responsibility for all street improvements. Some services are contracted out, such as sidewalk planting and greenery maintenance, while summer students are hired for general repairs.

In contrast, the Oshawa and St. Catharine's BIAs have no involvement in street maintenance and all downtown improvements are maintained by the City. Other BIAs have various types of work-sharing arrangements with their

municipalities . In Sarnia, for example, the City does the flower plantings each spring, while the BIA pays for summer students to water the planters and maintain them. The Ottawa-Rideau BIA has established a cost-sharing arrangement with the Rideau Centre to pay for a security service to help combat vandalism.

While none of the case study BIAs has run into problems in funding or coordinating downtown maintenance, representatives from two BIAs emphasized the importance of properly planning for maintenance before undertaking downtown improvements. It is critical that BIAs recognize and plan for the long-term maintenance costs that go along with mainstreet improvements. In some BIAs downtown improvements have not been properly maintained and have actually added to the area's physical deterioration.

Active Involvement in Attracting New Businesses

Of the ten BIAs examined, active involvement in attracting new businesses is limited to those with full-time managers. The Sarnia, Oshawa and St. Catharine's BIAs appear to devote the greatest amount of time to this activity. All three maintain profiles of space available and liaise with realtors in trying to locate new businesses.

These three BIAs do not focus exclusively on retail outlets but also try to attract new office space users. These BIAs also do not look just locally for new businesses but focus a good part of their efforts towards external promotion. Sarnia, for example, initially focussed on the local business community but as local prospects were exhausted they targeted 75 percent of their business search outside of the Sarnia area. In their efforts to fill retail space, all three BIAs also concentrate on filling specific gaps in their retial mix.

All three BIAs have been successful in attracting new businesses. They believe that the existence of the BIA organization plays an important role in decisions by firms to locate downtown. The BIA organization helps to present a positive image of downtown - that it is being properly managed and has the potential to be improved in the future.

Problems Establishing Policies on Parking and Store Hours

A major BIA stumbling block is the establishment of policies regulating store hours and parking by the merchants themselves on the main street. None of our case study BIAs has been successful in gaining full participation of members in these matters. There are always a few businesses that refuse to comply and severely weaken the overall effort.

Most of the BIA representatives interviewed believe that there is little that can be done to convince some merchants of the importance of these policies. Some BIAs use their newsletters as a means of reinforcing the policies. Sarnia's BIA in one newsletter actually calculated that for every main street parking space taken up by a merchant's car, $62,400 in sales are lost from the downtown each year. A manager in another case study BIA, in an effort to reduce merchant parking on main street, asked the municipal parking authority to step up enforcement of the time limit restrictions on parking. Some positive results were achieved initially until enforcement was reduced.

COPING WITH LIMITED RESOURCES

Unlike large municipalities with substantial budgets and extensive resources, a smaller community starts out with disadvantages. The lack of funds is the greatest factor limiting the activities of the BIA in a small community. While the management principles already discussed apply equally to the small and large BIA, the small BIA must pay particular attention to seven areas.

1. Seek out dedicated volunteers. Because it lacks full-time management, the success of the small BIA is more heavily tied to the activities of a small group of volunteers. Therefore, the small BIA must pay more attention to ensuring that capable and energetic people committed to the organization are continually involved.

2. Make sure board includes all necessary management skills. Without full-time management, the volunteer-managed BIA must rely more heavily on the skills of its board members. In selecting new board members, a special effort should be made to ensure that the necessary marketing,

finance and organizational skills are present. It is also highly desirable to have other professional skills on the board (e.g. legal, architectural) to help reduce costs.

3. Manage volunteer work assignments. In working with volunteers, activities must be organized and planned carefully with time frames and budget allocations clearly established. This will enable the volunteer to carry out his or her responsibilities as efficiently and effectively as possible with a minimum of supervision and delay. Volunteers should be made to feel that being given a volunteer position is a privilege that they have earned through their own actions within the community. Volunteers should also be duly rewarded for their achievements, to provide them with encouragement, build their confidence and give them a sense of value within the organization.

4. Make use of consultants and inexpensive summer help. Some of the smaller BIAs examined make use of consultants as an alternative to hiring a full-time manager. Consultants can provide necessary skills in areas where the BIA is weak. Bloor West Village, for example, uses a consultant to coordinate all promotions and advertising. Each year he develops a marketing plan and then takes responsibility for media coordination. Other BIAs examined also make good use of government programs to hire student help. Many BIAs use students for maintenance work, but government programs are also available to hire university students who can conduct market studies or other types of research.*

---

* For example, the Ministry of Municipal Affairs and Housing's Involvement in Municipal Administration program will cover up to 75 percent of a university student's weekly salary up to a maximum of $135 provided the student is enrolled in an Ontario university or community college program in geography, planning, business administration, consumer economics, political science, law or computer science.

5. Capitalize on resources of other community agencies. The municipality and the local chamber of commerce, where one exists, should be requested to assist the BIA by assuming various staff functions. To the extent that work can be off-loaded to other agencies, the BIA will be able to free the time of its own members. In addition, the BIA should get other community groups to help in BIA activities, giving these groups full recognition in BIA communications. By enlisting the asistance of other organizations the BIA can expand its work force and resources substantially.

6. Realistic match between programs and resources. Programs and activities must be limited to those that can realistically be achieved given the limited resources of the small BIA. This translates into moderate goals - no grandiose schemes - and reasonable expectations of what can be accomplished. The BIA should confine itself to the basics of physical improvement and promotion. Additional activities, such as outreach programs for absentee property owners, should be considered only over the long term.

7. Take the time to research issues carefully. Two of the volunteer BIAs examined have run into problems in dealing with their municipalities because they were not properly informed on contentious issues. Because there is no full-time manager to do the necessary legwork and research, the onus is on the volunteer members to seek out the necessary information. To this end, it is important to develop a good rapport with municipal staff. The credibility and reputation of the organization is at risk.

APPENDIX A
PEOPLE INTERVIEWED

PEOPLE INTERVIEWED

Downtown Rideau Board of Management

Peter Mercer
Matthew McGrath
Carl Lockhart

Downtown Oshawa Board of Management

Clinton Collier
Bruce McArthur
Joanne Argante
Peter McGill

Downtown Belleville Association

Harry Kennedy
Judy Woodley
Lloyd Lewis

Bloor-West Village

Alex Ling
Robert Durant
Paul Pautler

Wiarton BIA

John Makela
Stan Schade
Don Brough
Harold Silk

Downtown Oakville BIA

Hilary Sadler
Lynne Gough
Ross Rawlings
Bruce Attenborough
Lois Picard

Exeter BIA

Bob Swartman
Ron Cottrell
John Wuerth
Jerald Walker
Esmail Merani

St. Catharines Downtown Association

William Gullett
Fred Fretz

Downtown Business Association of Windsor

Blair Hoffman
Kurt Deeg

Sarnia Downtown Improvement Area

Brad Brownlee
Don Poore
John Leaver

EXAMPLES OF DOWNTOWN MANAGEMENT TOOLS

- St. Catharines' Position Papers
- Oshawa's Policy Statement
- Exeter's Constitution
- Oshawa's Annual Report
- St. Catharines' Budget and Financial Statement
- Belleville's Promotions Calendar
- BIA Sample Newsletters
  - Windsor
  - Bloor West Villiage
  - Sarnia

ST. CATHARINES

Position Paper

Prepared By

The St. Catharines Downtown Association

For Presentation To

St. Catharines City Council

A Recommendation For The Setting Of Priorities Concerning Downtown In 1983

February 7, 1983.

ST. CATHARINES DOWNTOWN ASSOCIATION

P.O. Box 813, Unit A3, 158 King St.
St. Catharines, Ontario L2R 6Y3
(416) 685-8424

Your Worship Mayor Adams
and Members of Council:

On a number of occasions since the designation of Downtown St. Catharines as a Business Improvement Area (B.I.A.) in 1973, we have come before City Council with Position Papers outlining the issues facing Downtown as they relate to the City as a whole and our Municipal Government.

Previous presentations have addressed areas of concern such as the need for a Task Force on Downtown Revitalization; City Hall Expansion; Location of the Transit Transfer Terminal; Extension of Carlisle Street; Development of a Civic Square; Improvements to the Market Square; Building of the Ontario Street Parking Garage; as well as the Association's role in the area of Commercial Development and Promotion.

Many of these issues have been effectively resolved through the close cooperation of Council, City Staff and this Association, others remain outstanding.

We present this policy paper to you in the belief that through our continued collective efforts we can benefit the whole of St. Catharines through a strengthened and revitalized core area.

Respectfully submitted,

J. Wm. J. Gullett, Chairman,
The St. Catharines Downtown Association.
J.W.J.G./hl

A Recommendation For The Setting Of Priorities Concerning Downtown In 1983

This Association recognizes that many problems which confront us in the Downtown must be resolved through the collective and individual efforts of our members. However, our actions occur within a general framework of public policy determined by City Council. Such a policy framework sets the guidelines for public and private initiative and should symbolize the leadership required for a strong community.

The policy proposals we submit to you will improve the aesthetic appearance of Downtown while attracting new businesses and residents to the area. Obviously, the City as a whole will also benefit as a result of the expanded commercial and multi-residential tax base and the development of a cultural and business centre. We can achieve all of the above through action in the following six areas:

1. Streetscaping
2. CAUSE Area/Lower Valley
3. Residential Development
4. The Market Square Issue
5. The Old Court House
6. Property Assessments

Streetscaping

In order that retail activity will strengthen, through retention of present operations and the attraction of new ones, while at the same time creating a reasonable environment for residential development, we recommend the City of St. Catharines undertake a comprehensive Streetscape Study for the central business district as part of the 1983 City budget. The study should address all major streets in the Downtown with particular emphasis on St. Paul Street.

The Association recommends that the study be conducted by a firm specializing in landscape architecture, but with input from a parking consultant and a retail marketing consultant. The study would address the design of sidewalks, plantings, parking, pedestrian networks, signage, lighting, building facades, linking Market Square, Civic Square area and government funding available to assist with implementation.

...../2

A study of this magnitude will cost between $30,000 and $50,000 and we suggest a budget figure be established for early tendering of the contract to allow completion by late summer or early fall of 1983.

We draw Council's attention to the fact that a comprehensive study is required to qualify for ODRP funding. There is also a sense of urgency to this proposal beyond the fact that the work is long overdue in St. Catharines. We have learned that ministry officials have recommended to the Ontario Cabinet, approval of a program which would combine ODRP (populations up to 125,000) and the Mainstreet Programmes (limited to communities with populations less than 35,000) under one umbrella with no population restrictions and a dollar for dollar grant system similar to the Ontario Neighbourhood Improvement Programme.

A response to the proposal is expected within weeks and implementation could take place as early as spring of 1984. Government officials have advised that a later approval would mean a start up towards the end of 1984 or early 1985, but some communities may be accepted as pilot areas.

CAUSE Area/Lower Valley

In the spring of 1981 the Ontario Association of Architects, through their "Community Assist For An Urban Study Effort" programme presented a concept for the revitalization of the lower valley to the south of St. Paul Street. The report, which was enthusiastically endorsed by ourselves and Council, recommends the completion of certain technical items before the lands could be developed for any use.

In March of 1982 a staff report to Council confirmed the belief held by the CAUSE team that soil testing, flood plain mapping, ownership surveys, servicing inventory, topography, zoning and official plan requirements would all have to be addressed in preparing the lands for development. At that time Council approved in principle a background study with respect to the CAUSE project at an estimated cost of $50,000.

We have been told by staff that enough is known now about the flood plain situation to indicate development will be possible in the area. Final flood plain mapping cannot occur until the grading for the 406 extension is complete.

...../3

With that in mind, we would suggest a budget figure of $17,500 for CAUSE work in 1983. This amount would break down as follows:

Soil testing	5,000
Ownership Survey (to determine where title problems lie and what it will take to resolve them)	10,000
Inventory of Services	1,500
City Hall (internal) Study -zoning + Official Plan amendments (identify what work is ahead in clearing the way for adjustments to zoning by laws and official plan amendments)	1,000
Total:	$17,500

The recommended efforts which involve legal issues such as ownership and zoning could conceivably take several years to resolve. This programme might well tie into the new provincial funding programme.

Residential Development

Nothing enhances the viability of commercial enterprises more than a ready market - which means people. The key element which will guarantee the future of the retail community in Downtown St. Catharines is residential development. The construction of high density residential buildings within the Central Business District and within walking distance; second and third floor conversions to residential units above retail outlets; and new mixed use developments (retail, commercial, residential) will all strengthen the core, thus preventing a 9-5 only, Downtown.

We ask Council to direct Planning Staff to work with the Planning and Development Committee of our Association to examine ways of stimulating the residential sector while determining if there are any roadblocks in St. Catharines which are preventing mixed use developments.

...../4

We must be sure that parking requirements for Downtown apartments are appropriate (there is evidence that requirements are restrictive since seniors and students find Downtown apartments more attractive than two+ person familes); and also we must examine whether the system of bonuses for providing amenities in new buildings is the best way to stimulate development.

We beleive that the economy is improving to the point now where residential development will once again become viable. With your direction and the co-operative efforts of City Staff and this Association, we can ensure that every possible opportunity for an increased residential component is taken advantage of.

The Market Square Issue

We must all recognize the Farmers' Market as a valuable asset to Downtown and the City as a whole. Measures will have to be taken to preserve and enhance its existence which represents not only a tourist attraction (in Citys where it is handled effectively) but an historic link to the past. We feel this can be accomplished through construction of a shelter for part of the market and the incorporation of part into the mixed use of the Old Courthouse.

The Downtown Association will continue to study this situation and will, in the near future, be completing a plan for the revitalization of the Market Square. It is our intention to involve surrounding landowners, the Chamber Tourism Department and ask that Council give their full support to City Staff to take part in the study group which will be formed to develop the concept.

The Old Courthouse

The importance of this building to the development of the Market Square cannot be understated. The Association continues to support the mixed use proposal of the Ad Hoc Committee.

...../5

Property Assessments

We suggest City Council recognize that the outdated method of Property Assessment is treating Downtown commercial property owners and business operators in a grossly unfair manner. This has caused burdensome overheads to be borne by Downtown businesses, resulting in higher vacancy rates and great difficulities in the area of competition.

We urge Council to aggressively lobby the Provincial Government to implement property tax reform. We also ask that you recognize true tax reform will likely be several years in the making. Therefore we suggest you take steps in order that the present system be applied fairly in the interim. This would involve requesting an impact study and following the examination of its findings (which will confirm the inequities we have been talking about for twelve years) requesting a reassessment under Section 63 (3).

We will ask to appear again at a later date to speak specifically to this issue and at that time will provide specific examples of the inequities.

The Board of Management and the Committees of the St. Catharines Downtown Association appreciate the opportunity to present our thoughts and we are confident that we can work together to strengthen our community.

POSITION PAPER

prepared by

THE ST. CATHARINES DOWNTOWN ASSOCIATION

for presentation to

CITY COUNCIL

on the

PERCEIVED FUTURE ROLE OF THE ASSOCIATION

assuming the creation of the

NIAGARA ECONOMIC DEVELOPMENT COMMISSION

The Downtown Association has supported the creation of a non profit incorporated Economic Development Agency recommended by Woods Gordon Management Consultants in its Report on economic development in the Region of Niagara.

The Association remains committed to stimulating the development of the Downtown. The purpose of this Paper is to outline the future role of the Association in the area of commercial development in Downtown St. Catharines in both the near term, assuming a transfer of authority for economic development to the NEDC, and in the long term, once the NEDC has become fully operational.

NEAR TERM

It is our feeling that even assuming an early decision to proceed with the creation of the Niagara Economic Development Commission as recommended, there will be a two to three year period where local initiative will have to be maintained. We don't foresee the NEDC becoming fully operational before mid 1981, and it will still require a year or two beyond that point for the full impact of its programs to be felt.

We are in a critical period for Downtown development. A number of development proposals have been announced which have had a very positive effect on local morale and enthusiasm, but we have yet to experience any tangible benefits of the construction and leasing activities. We are, in effect, riding the crest of a wave, building stronger before it reaches shore.

It is important for local interests to take advantage of the momentum generated by this wave to attract additional interest in our City and the Downtown and to ensure our future strength.

We look towards the NEDC to create additional waves in the future, but the challenge is to work with the one on which we are presently riding.

The Joint Economic Development Program recommended to Council in February is still valid and can benefit the Downtown and the City as a whole if we maintain a high visibility during the transition period.

Council will recall that we recommended a tentative budget as follows:

Project	Association's Portion	City Hall Portion	Totals
Market Analysis	10,000	10,000	20,000
St. Catharines Report	16,000	5,000	21,000
Seminar Program	7,500	7,500	15,000
Consulting Fees	6,600	Nil	6,600
	40,100	22,500	62,600

The Business Development Department and the Association have held discussions with consulting firms capable of producing a Market Analysis or Economic Development Study for us, in order to arrive at a realistic budget figure. In addition, the Planning Department has expressed great interest in the proposed study as a means of collecting the information required to produce the commercial section of the City's Official Plan which was deleted from the Plan when it was forwarded to the Minister in 1971. This City has been without commercial planning policies for the last decade, and the Association supports any move which would resolve that problem.

The data needs of an Official Plan, however, are greater than those originally anticipated and this has necessitated a review of the budget required to complete the study from $20,000 to approximately $35,000.

As Council knows, our Association's budget was submitted and approved in February and due to the nature of our budgeting processes, it would be impossible for us to raise substantial additional funds without seriously hampering other worthwhile programs we are committed to. In fact, even the

other elements of the recommended joint program are budgeted so tightly that there is no room to maneuver. For example, the St. Catharines Report now costs in excess of the $3,500 budgeted per issue for six issues, as we have broadend our mailing list from approximately 3,500 to 5,000.

Our best advice is that the $7,500 we have budgeted for the development of supporting literature and audio-visual materials for the seminar program is sufficient, but just barely. The contribution requested from the City would go completely toward the staging of three seminars (i.e. travelling expenses of the delegates, room or hall rental, a reception and/or meal for approximately 40 guests, etc.)

The Association is prepared to commit an additional $2,000 to partially offset the increased cost of the Market Analysis and it is hoped that the Planning Department would be making a contribution to the cost of the study to cover their interest in it. It must be clearly understood however that this committment is contingent upon the City agreeing to the support of the other elements of the program as outlined previously. The St. Catharines Report, in particular, we are committed to and should funds not be forthcoming from the City to complete the job, we would be forced to withdraw from the other programs and re-allocate our resources to the publication of the Report.

We foresee initiatives similar to those recommended in the joint economic development program being undertaken through 1981, while the NEDC organizes itself. A review at the end of that year should be undertaken to determine whether local initiative is still required. This is particularly appropriate in view of the fact that the Woods Gordon recommendations didn't place a great emphasis on commercial development, and despite the comments from Council and ourselves, the Commission may take on a strictly industrial and tourism focus.

LONG TERM

The Downtown Association in many ways is adopting a wait-and-see attitude towards the long term prospects for Downtown commercial development. Ken Burke in his report to Council suggested that, "In the final analysis it will be the people rather than the vehicle selected which will make the system work or otherwise".

The Association would like to be assured by its performance that the NEDC will contribute to the continued growth and development of the Downtown, as we think it is capable of doing.

If the programs and activities of the NEDC are effective in commercial development, the Downtown Association may then be able to withdraw from active encouragement of new development and focus on building an environment in the Downtown that is conducive to growth and to address the physical landscape around us.

There has been considerable discussion within the Association lately that, with expected amendments to the Municipal Act which would permit BIAs to enter into long term financing programs for capital expenditures, and with proposed changes to the Community Services Contribution Program extending funds to commercial properties, there exists an excellent opportunity for us to effectively consider implementing a Streetscape Beautification Program to cover the whole Downtown.

Initial discussions are planned with the staff of the Engineering and Parks and Recreation Departments to consider the type of improvements we may wish to include in such a program, prior to any design work or budgeting. There is potential for the Association and the City together to consider improvements to landscaping and street lighting and through other programs to provide incentives to property owners to upgrade facades and second

story levels to bring out the best in the Downtown. The amendments to the Municipal Act would permit the Association to work out a financing scheme with the City which could extend over the projected life of the improvements and thereby allow us to take advantage of the economics of scale, free from inflationary costs which have affected other downtowns.

Aside from this, we would continue to work with retailers to upgrade the level of retailing in the Downtown and continue to provide input to Council on traffic, parking and land use matters which would positively affect the Downtown.

We are hoping to strengthen our ties with the St. Catharines and District Chamber of Commerce to our mutual benefit and look forward to the continued co-operation of City Council in all our endeavours.

OKINAWA'S POLICY SENTIMENT

PROPOSED POLICIES AND OBJECTIVES 1982

ADVERTISING - INSTITUTIONAL

- to persuade potential investors to take an active interest in our downtown core, to increase the number and variety of businesses located in the core area.
- to persuade consumers that the downtown core is a viable location in which to transact business and shop.
- to uphold and improve the image of downtown Oshawa in the eye of the community.
- to prepare a slide presentation for public exposure.

ADVERTISING

- to offer a co-operative advertising program on four (4) occasions during the year to supplement and incite retailers to participate. The promotions will cost $1,000 each and will cater to downtown Sales for the Spring, Summer (Sidewalk Sale), Fall and Christmas.

1982 POLICY

BUDGET

1982 budget apart from administration expenses will be totally directed towards Promotion and Development.

a) Promotion

Our sustaining program in 1982 should be continued in consolidated, also, our bonus D'owlers should be implemented We should stick to our "Bread and Butter" advertising.

b) Special Projects

Continue 1981 successes. Drop 1981 failures. Additions to 1982 promotions.

i) Senior Citizen Days (first of each month when OAP and SS cheques arrive).

ii) encourage downtown merchants to shop downtown.

iii) special financial week or day for Bank and Trust businesses downtown.

iv) Revenue Building Promotion.

v) Canada Trust Building Promotion.

vi) free bus fare or cab fare to downtown for Senior Citizens.

vii) CAUSE

Viii) Spring Clean-up, Spring Promotion.

ix) Prizes, awards to those who "Take a Little Pride."

x) Keep people downtown promotion amongst downtown business.

c) Others

i) price comparison between downtown and Oshawa Centre

ii) work with Region Development Department - Bob Nicol

iii) publish Downtown Directory

STAFF ROLE

EXECUTIVE DIRECTOR

PROPOSED 1982

a) Basic Function:

Under the authority and direction of the Board of Directors and within the policy guidelines set by the Board, the Executive Director is responsible for the general organising and administering of affairs on an ongoing basis and the implementation of projects and operations established and approved by the Board of Management.

b) Duties:

1) to assist the Board of Management in establishing policies and procedures to enable the Board to achieve stated objectives.

2) to be accountable to and responsible to the Board of Directors.

3) to supervise all employed staff.

4) to arrange office and work schedules.

5) to assist all Board members with preparation of letters, reports, etc.

6) to study and evaluate all relevant literature and to advise the Board on subsequent action.

7) to represent the Board in Community activities and Associations.

8) to assist BIA members in whatever way possible.

9) to provide a medium through which Agencies, Government, merchants and potential investors can work to achieve solutions to problems.

10) to establish and maintain such relationships with the general public and with public and private organisations as is necessary to achieve the fulfillment of Board of Management objectives.

11) to speak to the Community and represent the Board to the Community at public forums, presentations, etc.

12) to act as a liaison between the Board of Management, media and community.

OFFICE ASSISTANT-SECRETARY

a) **Basic Functions:**

Under the direction and supervision of the Executive Director, the Office Assistant-Secretary is responsible for the secretarial, clerical and bookkeeping requirements of the Board of Management.

b) **Duties:**

1) to handle telephone inquiries.
2) to notify members of the Board of Management, Committees, and project teams of all meetings.
3) to do all typing of Board of Management business.
4) to take and transcribe all Board Minutes.
5) to do all collating and mailing for the Board office.
6) to maintain all files.
7) to do all duplicating.
8) to purchase all supplies for equipment and office.
9) to keep financial records under the direction of the Treasurer and supervision of the Executive Director.
10) to pay all bills and do all banking.
11) to prepare the payroll.
12) to oversee the work of summer and part-time project staff.
13) to perform such other duties as the Executive Director may require.

GOAL HEADING: _____

START DATE/DURATION: _____

OBJECTIVES:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

COST:

1. _____
2. _____
3. _____

EVALUATION:

1. _____
2. _____
3. _____

EXETER'S CONSTITUTION

CONSTITUTION

BOARD OF MANAGEMENT
FOR
THE EXETER CENTRAL BUSINESS DISTRICT IMPROVEMENT AREA

Title

1. Head Office
2. Board of Management
3. Vacancies in the Board
4. Quorum of the Board and Special Meetings
5. Errors in Notice
6. General Meeting of the Board
7. Voting of the Board
8. Power of the Board
9. Remuneration
10. Officers of the Board
11. Duties of the Chairman, and Vice-chairman
12. Duties of the Secretary
13. Information Circular
14. Duties of the Treasurer
15. Duties of Other Officers
16. Execution of Documents
17. Books and Records
18. Adjournment
19. Attendance at Regular Meetings of Board
20. Financial Year
21. Cheques, etc.
22. Interpretation

1. Head Office

The Head Office of the Board Of Management and the meeting place of the Board of Management for all regular meetings shall be the Town of Exeter Municipal Offices on Main Street South, Exeter, Ontario and such other place as the Board of Management shall from time to time designate. In the event the Board of Management designates any other location for the Head Office and meeting place of the Board of Management written notice shall be forwarded to all of the members of the Board of Management by the secretary and written notice shall be forwarded to all of the businessmen and members in the Exeter Central Business Improvement Area.

2. Board of Management

The Board of Management as established by By-law 23-76 of the Corporation of the Town Of Exeter shall consist of a minimum of five members and a maximum of seven members appointed by the Council of the Corporation of the Town of Exeter one of which members shall be a member of the said Council and the remaining members shall be persons qualified to be elected members of Council assessed for business assessment in respect of land in the area or nominees of the corporation so assessed. Each member of the Board of Management shall hold office for a period of one year from the time of appointment provided he continues to be qualified to be elected as a member of Council for the Corporation of the Town of Exeter assessed for business assessment in respect of land in the area or nominees of the corporations so assessed. Members of the Board of Management shall hold office until their successors are appointed and are elibible for reappointment on expiration of their term of office.

3. Vacancies in the Board of Management

Where a vacancy occurs in the Board of Management from any cause the Board of Management shall report the vacancy to the Council of the Corporation of the Town of Exeter and, in accordance with paragraph 6 of By-law No. 23-76 of the Corporation of the Town of Exeter, request that the Council of the Corporation of the Town of Exeter appoint a person qualified to be a member of the Board of Management in accordance with paragraph 4 of By-law No. 23-76 of the Corporation of the Town of Exeter and amendments thereto.

4. Quorum of the Board of Management and Special Meetings

A quorum of the Board of Management shall comprise a majority of the number of persons who are regular members of the Board of Management duly appointed by the Council of the Corporation of the Town of Exeter. The Board of Management shall hold all of its regular meetings at the Head Office and meeting place of the Board of Management and at such other place or places as the Board of Management may from time to time determine. Regular meetings of the Board of Management shall be held on the third Thursday ofeach and every month at 7;30 p.m. and no notice shall be required for any regular meeting. Special meetings of the Board of Management may be held from time to time as determined necessary by the Board of Management and shall be held at such time and place as shall be determined by the Board of Management and notice of all special meetings shall be given to all members of the Board of Management and, if necessary the businessmen in the Exeter Central Business Improvement Area.

No formal notice of any special meeting of the Board of Management shall be required if all the members of the Board of Management are present at the meeting or have signified in writing to the Chairman of the Board of Management their consent to any special meeting being held in their absence. Notice of special meetings shall be delivered, telephoned, telegraphed or posted to each member of the Board of Management not less than three days before the special meeting is to take place. The Board of Management may transact or conduct any business properly brought before the Board of Management at any regular or special meeting of the Board of Management. The statutory declaration of the secretary or the chairman at any special meeting that notice has been given for that special meeting pursuant to the constitution will be sufficient and conclusive evidence of the giving of such notice.

5. Errors in Notice

No error or omission in giving notice for any meeting of the Board of Management shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any member of the Board of Management may at any time waive notice of any such meeting and may ratify and approve of any and/or all proceedings taken or had thereat.

6. General Meeting of the Board of Management

The Board of Management shall in each year designate one of its regular meetings as a General Meeting and shall notify in print either by advertisement in a local newspaper or by posted bulletin all members of the Board of Management and all businessmen and members of the Exeter Central Business Improvement Area of the date, time, place of this meeting. Such notice shall be at least ten days prior to the date of such meeting. The Board of Management shall prepare a full slate of persons which the Board of Management has by vote decided to recommend to the Council of the Corporation of the Town of Exeter as members for the succeeding Board of Management. At the General Meeting the chairman or person acting as chairman or vice-chairman of the Board of Management shall specify from the members of the Exeter Central Business Improvement Area a nomination chairman. The nomination chairman shall be provided with the slate of previous aforesaid prepared by the Board of Management and thereafter request that further nominations be made of persons wishing to be appointed to the Board of Management from any of the members of the Exeter Central Business Improvement Area. When all nominations have been received the chairman shall close the nominations and proceed to conduct a vote to determine six persons who will be recommended to the Council of the Corporation of the Town of Exeter as members of the next Board of Management. In event there are six or fewer nominees no vote shall be required. After the vote if any the nomination chairman shall advise the Board of Management of the six persons to be recommended and the Board of Management shall in writing so advise the Council of the Corporation of the Town of Exeter. The Board of Management may conduct at any General Meeting any business usually coducted at any regular meeting and any other business properly brought before the Board.

7. Voting of the Board of Management

Questions arising at any meeting of the Board of Management shall be decided by a majority of votes. In the case of an equality of votes, the chairman, in addition to his original vote, shall have a second or casting vote. All votes at any such meetings shall be taken by ballot as so demanded by any member of the Board of Management present, but if no demand is made the vote shall be taken in the usual way by assent or dissent. A declaration by the chairman that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes reported in favour of or against such resolution. In the absence of the chairman his duties may be performed by the vice-chairman or such other member of the Board of Management that the Board of Management may from time to time appoint for the purpose.

8. Powers of the Board of Management

The Board of Management shall have those powers conferred on it by By-law 23-76 of the Corporation of the Town of Exeter and such other powers as may be incidental to or necessary to give full force and effect to those powers set out in the above mentioned by-law.

9. Remuneration

The Members of the Board of Management shall receive no remuneration for acting as such.

10. Officers of the Board of Management

In accordance with paragraph 8 of By-law 23-76 of the Corporation of the Town of Exeter, there shall be elected in each year by the Board of Management a chairman, a vice-chairman, secretary, treasurer, or in lieu of a secretary and treasurer a secretary-treasurer and such other officers as the Board of Management may from time to time determine by by-law. A member of the Board of Management may hold more than one office, except the office of chairman. The chairman and vice-chairman shall be elected by the Board of Management from among its members at the first meeting of the Board of Management after the appointment of members to the Board by the Council of the Corporation of the Town of Exeter. Provided that in default of such appointments, the then incumbents being members of the Board of Management shall hold office until their sucessors have been appointed.

11. Duties of the Chairman and Vice-chairman

The chairman shall when present, preside at all meetings of the Board of Management and any meeting of Exeter Central Business Improvement Area as may be called from time to time. The chairman shall also be charged with the general management and supervision of the affairs and operation of the Exeter Central Business Improvement Area. The chairman with the secretary or other officer appointed shall sign all by-laws duly passed by the Board of Management and prepare an agenda for all meetings of the Board of Management. During the absence or inability of the chairman his duties and powers may be exercised by the vice-chairman and if the vice- chairman or such other member as the Board of Management may from time to time appoint for the purpose, exercises any such duty or power the absence of inability of the chairman shall be presumed with reference thereto.

12. Duties of the Secretary

The secretary shall be an appointed member of the Board of Management. He shall attend all meetings of the Board of

Management and all meetings of the Exeter Central Business Improvement Area as may be called from time to time by the Board of Management. The secretary shall record all facts and minutes of all proceedings in the books kept for the purpose and shall give all notices required to be given to members and the secretary shall be the custodian of all books, papers, records, correspondence, contracts and other documents belonging to the Board of Management and Exeter Central Business Improvement Area, which the secretary shall deliver up only when authorized by a resolution of the Board of Management to do so and to such person or persons as may be named in the resolution. The secretary shall preform such other duties as may from time to time be determined by the Board of Management. The secretary shall also assist the chairman to prepare an agenda for all meetings.

13. Information Circular

The Board of Management shall appoint from among its members a person to act as chairman of a committee to be responsible for transmitting, reporting, or otherwise advising all of the members of the Exeter Central Business Improvement Area of decisions of the Board of Board of Management and any other information concerning the Board of Management and the Exeter Central Business Improvement Area. Such information shall be in written form as determined by the Board of Management and shall be transmitted at such intervals and times as the Board of Management shall determine.

14. Duties of Treasurer

The treasurer or persons preforming the usual duties of the treasurer shall keep full and accurate accounts of all receipts and disbursements of the Board of Management in proper books of account and shall deposit all monies or other valuable effects in the name of, and to the credit of the Board of Management in the same bank as that used by the Corporation of the Town of Exeter. He shall disburse the funds of the Board of Management under the direction of the Board of Management, taking proper vouchers therefor and shall render to the Board of Management at the regular meeting thereof or whenever required an account of all transactions as treasurer, and of the finacial status of the Board of Management. The treasurer shall also preform such other duties as may from time to time be determined by the Board of Management.

15. Duties of Other Officers

The duties of all other officers of the Board of Management shall be such as the terms of their engagement call for or the Board of Management requires of them.

16. Execution of Documents

Contracts in the ordinary course of operations of the Board of Management may be entered into on behalf of the Board of Management by the chairman, vice- chairman, secretary or treasurer or by any other person authorized by the Board of Management. Contracts or engagements on behalf of the Board of Management shall be signed by either the Chairman or the vice-chairman together with the secretary or treasurer. Notwithstanding any provisions to the contrary contained in By-law No. 23-76 of the Corporation of the Town of Exeter, the Board of Management may at any time by resolution direct the manner in which the person or persons by whom any particular instrument, contract or obligations of the Board of Management may or shall be executed.

17. Books and Records

The directors shall see that all necessary books and records of the Board of Management required by the by-laws of the Board of Management or by any applicable statute or law are regularly and properly kept. These records when not in use shall be filed in a suitable cabinet or drawer in the office of the Corporation of the Town of Exeter.

18. Adjournment

Any meeting of the Board of Management may be adjourned to any time and from time to time and such business may be transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present at the meeting being adjourned.

19. Attendance at Regular Meetings of the Board of Management

All members of the Board of Managementshall attend all regular meetings of the Board of Management and any adjournment of any regular meeting. If any member of the Board of Management is absent for any reason whatsoever from three or more regular meetings or adjournment thereof of the Board of Management during the year that member holds office on the Board, the Board of Management shall by majority vote determine whether or not to request that Council of the Corporation of the Town of Exeter ask the member to submit his resignation as a member of the Board of Management. If the Board so determines it shall transmit the request in writing to the Council of the Corporation of the Town of Exeter.

20. Financial Year

The fiscal year of the Board of Management shall be the calendar year

21. Cheques etc.

The treasurer shall sign all cheques issued in the name of the Board of Management, or in his absence the chairman may sign cheques, however in so doing the chairman shall make full disclosure at the following regular meeting of the Board of Management of any cheques he may have issued for the said Board.

22. Interpretation

In this constitution and in all other ammendments and additions hereafter passed unless the context requires words importing the singular number or the masculine gender shall include the plural number or the feminine gender as the case may be, and vice versa and references to persons shall include firms and corporations.

OSHAWA'S ANNUAL REPORT

Annual Report 1982

Downtown Oshawa Board of Management

Annual Report 1982

Downtown Oshawa Board of Management

SUMMARY OF CONTENTS

Terms 3

Part 1 4

ACCOMPLISHMENTS 1982 4

1.1 INTERNAL DEVELOPMENT:

Introduction 5
Downtown Pride Awards 5
Spring Clean-Up 5
Work Downtown - Shop Downtown 6
Theatres 6
C.A.U.S.E. 6
Ministry of Revenue Guide 7
Newsletter 7
Poster/Displays 7
Block Captains Program 7
Downtown Development Club 8
Cross Promotion 8
Tours 9
Easter Bonnet Contest 9
Pool 'N' Patio Show 9
Best Christmas Window Contest 9
Halloween 9
Christmas Decorations 10
Computerized Data Storage Bank 10
Mural Project 10
Increased B.I.A. budget 10
Ice-Melting Chemical 11
Beautification 11
Ministry of Revenue Tour 11
Continuous Advertising Representation . . 11
Annual General Meeting 11
Investment/Development 12

1.2 EXTERNAL DEVELOPMENT:

Introduction 13
Image 13
Relocation Downtown...They Did! 13
It's time 13
Saturday boosters 14
On-Street Display Signs 14
Bell Directory 14
Co-operative "Downtowner" Editions . . . 14
B.I.A. Update 15
Public Education 15
Fiesta Parade 15
Bowling for Dollars 15
Christmas Promotions 16
Most Courteous Clerk Award 16
Christmas Game Card 16
New Store Advertisements 17
Sidewalk Sale Synopsis . . . . . 17 - 21
Santa Claus Parade Synopsis . . . . . 22 - 23

Page No.

1.3 PARKING INFORMATION
Introduction 24
Downtown Oshawa Parking Guides 24
You Park - We Pay 24
Parking Maps 24
Parking Promotion during Events 24
Parking Study 24
Rush-Hour-Route 25
Removal of leased privileges on lot# 4 . 25 - 26

1.4 POLICY ADVOCACY
Vandalism 27
Pinball Arcades 27
Poster By-Law 27
Parking 27

1.5 PLANNING AND RESEARCH 28
A Revitalization Perspective . . . . . 29 - 35
C.A.U.S.E. . . . . 36 - 38
Downtown Oshawa Parking Study . . . . . 39 - 44

PART II

THE BOARD OF MANAGEMENT
Introduction 45

2.1 OBJECTIVES 45

2.2 GROWTH AND DEVELOPMENT . . . . . 46 - 47
Appendix 'A' 48
Map 'B' 49

2.3 WHO, WHAT, WHY
Introduction 50
What is the Board? 50
Why does the Board exist? 50
Who belongs to the B.I.A? . . . . . 50 - 51

2.4 STRUCTURE
Introduction 51
Standing Committees 51
- Business Committee 52
- Retail Council 52
- Block Captains 52
- Service Sector Council 52
Ad Hoc Committees 53
- Sidewalk Sale Committee 53
- Santa Claus Parade Committee 53

2.5 BOARD PROFILE
Staff 53
Directors 54

TERMS

UPWARD COMMUNICATIONS

Upwards communication occurs when feedback on Board decisions, programs, policies is filtered back to the Board. This occurs between staff, directors and retailers. Feedback is extremely important when decisions are being made and therefore is encouraged at all levels of the B.I.A. hierarchy.

DOWNWARD COMMUNICATIONS

When the Board uses the Newsletter or any other forum to instruct and distribute information to the B.I.A. membership, this is called downwards communication. Simply, downwards communication is used to inform.

LATERAL COMMUNICATIONS

The basic interaction between Board staff and directors and membership is called lateral communication.

CROSS-PROMOTION

When businesses cross-promote, they simply exchange promotional material at no or low cost, then display another's product in their place of business and visa versa.

CO-OPERATIVE ADVERTISING

Co-operative advertising is space subsidized by the Board to encourage businesses to participate.

B.I.A.

B.I.A. is an acronym for Business Improvement Area.

PART 1

ACCOMPLISHMENTS 1982

The direction of the Board of Management over the last year can be divided into two main areas of attention for improvement: simply - Internal and External Programs.

Much thought was given to each area as to which projects warranted the most attention, which the least. Where were our priorities?

Once priorities were established, performance in each area was measured quantifiably in terms of results. Only those programs having been approached with intensive effort, or with quantifable success or failure have been recorded in this report.

These programs, each described as briefly as possible, represent the real "meat" of Board activity throughout 1982. Each program included represents much more detail than may be apparent, for further study most files are available. Those programs not included, for the sake of brevity, are either incomplete or are of lesser priority.

Over the past year the Board of Management was active in many areas, highlights of each are shown in the following sections under:

1.1 INTERNAL DEVELOPMENT

1.2 EXTERNAL DEVELOPMENT

1.3 PARKING INFORMATION

1.4 POLICY ADVOCACY

1.5 PLANNING AND RESEARCH

1.1

INTERNAL DEVELOPMENT

Generally speaking, Internal Development refers to those programs that stimulate growth of the core from the inside out. Working to improve the atmosphere downtown can help to make it more conducive for consumers to shop and buy.

When certain conditions are met, consumers will shop; these projects address internal conditions. Much the same as new drilling techniques create passageways through which oil must flow to the surface, arranging a consuming atmosphere provides for customer attraction and eventual purchasing patterns.

DOWNTOWN PRIDE AWARDS

The Downtown Pride Award is an attractive brass plaque presented to BIA members to recognize their participation and cooperation with Board programs for the improvement of business and service in the core area.

Each Pride Award is presented at the monthly Downtown Development Club meetings and publicized in the Oshawa Times. Active participation toward attaining these awards is encouraged, therefore increasing member participation towards core improvement.

This program has been highly successful as a motivator and is now a continuous sustaining program.

SPRING CLEAN-UP

Implemented in early March, our "Spring Clean-Up" made an effort to spruce up the core after a long winter build-up of grime and debris.

A Saturday was designated as "Clean up day" at which time businesses were urged to clean windows and wash sidewalks; spruce up window displays; and generally dust and clean. Landlords were urged to re-paint; renovate; and touch-up loose bricks and mortor-work. City Hall were asked to contribute by washing downtown streets and repainting grilles around trees, poles etc.

Over 60 merchants participated on the day as well as many landlords who repainted shortly afterwards. Emphasis was placed on the continued maintenance of streets and sidewalks by merchants. The Mayor and Board of Management Directors came out on the day and helped out.

Press coverage was positive. The Board followed up at the DDC; in subsequent newsletters and by personal calls to involve individuals neglecting maintenance.

WORK DOWNTOWN-SHOP DOWNTOWN!

The objective of this program was to stimulate business growth through employee purchasing.

The newsletter, DDC, social events and our example were used to generate enthusiasm. The Board suggested stores offer discounts to downtown employees, who, we pointed out, are a substantial market for core retailers.

The Board spent over 90% of its annual budget downtown and will continue to do so, we asked downtown employees, whenever and wherever possible to do the same.

THEATRES

Downtown theatres were approached and the idea of providing Saturday morning flicks for children was suggested. Replies were negative, apparently due to difficulties with Head Offices.

C.A.U.S.E.

The program C.A.U.S.E. (Community Assist. for an Urban Study Effort) was sponsored by the Downtown Oshawa Board of Management, the Chamber of Commerce and City Hall.

Revising and rerouting downtown traffic, developing pedestrian walkways and promenades, and bringing the GO Train into downtown Oshawa were among recommendations included in the study of the area by a group of architects.

The Board coordinated accommodations; meals, facilities and provided equipment for the four day intensive study. The Executive Director was on 24 hour call and, together with the Chamber of Commerce, a Steering Committee to plan and eventually implement C.A.U.S.E. recommendations was created.

The Board provided as much input as possible into the four day study and assisted architects with information when necessary.

The C.A.U.S.E. report is presently under consideration by various City committees.

MINISTRY OF REVENUE, GUIDE TO DOWNTOWN OSHAWA"

Upon the day of relocation, each Ministry employee will receive a copy of our "Welcome Guide to Downtown Oshawa". The guide includes a comprehensive list by category of every business located downtown ie: (Under Shoe Stores)

The Shoe Shoppe 40 King Street West 571-1778

This two colour, conveniently sized booklet includes a wealth of information about the downtown; Cultural and Entertainment Facilities; Dining Guide; Parking info; important numbers and much more.

The booklet, subsidized by the Board of Management includes paid advertisements to offset costs. The book, containing 55 pages, encourages an immediate exploration of core goods and services through the use of coupons; valid one(1) month after location in the core.

This publication will be distributed by Relocation staff at the orientation meeting each member of staff attends on his or her first day in our downtown.

NEWSLETTER

The "Downtowner" newsletter, delivered monthly, includes information on meetings, important dates and times, promotions and events.

The newsletter format was recently revised to make it easier to read.

POSTERS/DISPLAYS

Accompanying each event or promotion, participants receive an advertising "Kit" composed of posters to draw attention to the particular happening ie: Halloween, Sidewalk Sale, Santa Claus Parade, Christmas Hours, etc.

BLOCK CAPTAINS PROGRAM

The objective of this program is threefold. To:

1) Improve lateral communication
2) Improve downwards communication
3) Improve feedback communication

Each Block has a captain, each captain has a list of twelve to fifteen BIA members to contact on a

monthly basis. The Block Captains remind their members when and where the Downtown Development Club meetings are to be held; who will be speaking and what the topic will be.

The Block Captains act as liaisons between the Board and the B.I.A. membership; they provide instructions from the Board to the membership, pass on valuable information concerning activities downtown and pass on suggestions made by B.I.A. members back to the Executive Director.

DOWNTOWN DEVELOPMENT CLUB (D.D.C.)

During the past year attendance at the monthly Downtown Development Club meetings has been steadily increasing. Pride Awards are given at the beginning of each meeting, members are encouraged to meet each other by:

1) Arranging seating at tables of 8 - 10 only
2) Asking all in attendance to state name and business

The DDC fulfills three main functions:

1) It provides an informal sounding board for BIA members to air their views
2) To improve information distribution to members
3) To enhance a feeling of "cameraderie" among downtown business members; to reinforce the concept of working together for mutually beneficial goals.

Topics discussed over the last year included:

Time Management: Bob Garrow - FBDB
The CAUSE Report: Lennis Trotter and Al MacKay
Our Core: What Next? Mayor Alan Pilkey
Small Business Accounting: Norm McLeod
The Ministry of Industry & Trade: Bob Pollack
Store Window Display: Marg Andrews
Crime Prevention in Business: Durham Reg. Police
Marketing and Motivation: William Little

CROSS PROMOTION

The Downtown Oshawa Board of Management encouraged businesses to cross-promote within our membership. Businesses have successfully worked together for mutual benefit.

For example, our four theatres cater to well over one million patrons annually and have proven receptive when asked to show a short pre-feature downtown commercial. Durham College students are presently working on producing a short commercial.

TOURS

The Board approached Grey Coach Tours who are now including downtown Oshawa into all itinerary's in the area.

Tourists have lunch and shop downtown for an hour or so between visits to Cullen Gardens and the Parkwood Estate. Approximately 200 visitors have enjoyed our downtown so far this year, and more trips are planned for the future.

EASTER BONNET CONTEST

Both employees and customers enjoyed the fun and colour of our Easter Bonnet Campaign.

Pre-promotion through available channels (Block Captains, DDC, Newsletters, etc.) generated enthusiasm and response. Prizes were awarded to the five most original and colourful easter bonnets. Over 150 employee, mostly from banks, participated and resultant feedback and press coverage seemed to indicate that the day was enjoyed by all.

POOL 'N' PATIO SHOW

The Board pursuaded organizers to hold this event downtown. This four day event was held in Armstrong Auditorium.

BEST CHRISTMAS WINDOW CONTEST

The Retail Council felt that a contest for Christmas windows would please customers; motivate on-street business who usually do not dress windows at Christmastime and help generate sales.

Prizes were won by different categories of entrants; judging was arranged to accommodate the variety and difference between stores. Response was rewarding for those who participated.

HALLOWEEN

Last year's dress-up day was superb. This years was even better! Customers were thrilled to see employees dressed to kill as ghouls, ghosts and other assorted nasties.

Over 80 contestants entered our Costume Contest at Bailey's Balloon Brigade, judged by Police Chief

Jenkins and Ald. Bruce McArthur, while over 300 employees dressed up in various Banks, Trust companies and stores downtown. Pumpkins, provided and sold by the Board, were displayed in stores and banks the week prior to the event. Prizes were also awarded for the best pumpkins.

The day proved to lift "spirits" and enthusiasm amongst staff and customers.

CHRISTMAS DECORATIONS

Almost $12,000 was spent during 1982 to provide phase 2 of a five year program to upgrade Christmas decorations in the BIA.

COMPUTERIZED DATA STORAGE BANK

Both the Business Mix Survey and BIA directory have been encoded and put into a computer bank. Now, any section of either can be recalled for mailing stickers, input breakdown and distribution ie: Investor Kit, Retailers only mailing list, etc.

MURAL PROJECT

It was arranged to paint barren walls downtown at no labour costs whatsoever. Four Durham College students in the Graphic Arts field agreed to do all the work necessary to provide interesting murals (wall graphics) at no cost above that of materials. Landlords were approached but no one agreed to pursue this potentially exciting idea.

INCREASED BIA BUDGET

Since the BIA's inception in 1974, it's annual budget of $75,000 had remained unchanged. An increase proposed for 1983 from $75,000 to $135,000 was accepted and passed by the B.I.A. membership.

Minimum and maximum charges of $50 and $5500 respectively were imposed to equalize the existing disparities between lowest (approx. $2.50) and highest (approx. $5,000) contributors.

If linked to the Consumer Price Index in 1974, the Board's operating budget in 1983 would be well over $150,000; the new budget reflects an increase to retain purchasing power.

ICE-MELTING CHEMICAL

The Board purchased a substantial amount of Revere ice-melting chemical for re-sales, at cost, to BIA members. These 25 lb. bags sold very well due in part to the advantages of chemical over rock salt; namely; shorter melt period, cost per square foot, etc.

BEAUTIFICATION

Downtown Oshawa has undergone a significant aesthetic improvement due to the efforts of the Board of Management over the last eight years.

The Board has approved the continuation of these efforts as projects are evaluated and found worthy. These projects will become the responsibilities of the Business Committee over the next year. Funds have been allocated towards beautification in the 1983 operating budget.

MINISTRY OF REVENUE TOUR

A tour of the new Revenue Building was arranged by the Board and Relocation Unit. Twenty B.I.A. members were conducted on an extremely interesting look at the new building by Mr. Paul Tranquade, Miss Dianne White and Miss Vera Fuke.

CONTINUOUS ADVERTISING REPRESENTATION

BIA members have been asked to include the Board of Management logo in their ads and wherever else they find possible. Some have included the Board logo on shopping bags and stationery. Letters have been sent to local advertising media requesting they include our slogan into downtown advertisements. Either:

"Downtown Oshawa" or;
"Downtown Oshawa, Where People Care".

Retailers and other members have been repeatedly requested to cooperate. Most have.

Unified advertising additions such as the preceding slogans can benefit core businesses through the continuous image building of a repetitive theme.

ANNUAL GENERAL MEETING

Over 100 BIA members attended the 1982 Annual General Meeting; a night of great food, entertainment and discussion.

This meeting, held April 22nd, gave BIA members an opportunity to celebrate the past; the benefits

accrued by working together for mutual goals and the great strides taken because of this, and discuss the future; the planning and steps necessary to continue the credible success of BIA, committees and directorship. Speakers included Bob Pollack (Ministry of Industry and Tourism), Jim Doswell (Chairman of the BIA) and Gord Sedgewick (President of the Oshawa Chamber of Commerce).

INVESTMENT/ DEVELOPMENT

Earlier this year, the Board had aggressively pursued potential investors by sending information and reasons why locating in downtown Oshawa was a good investment.

It became apparent very quickly that targets were interested, but unable to move in the unhealthy economic drought.

The Board decided not to press the project until an upswing however, many organizations and businesses subsequently contacted the Board for assistance. All necessary help and information was provided and some businesses located in the core as a result.

1.2 EXTERNAL DEVELOPMENT

External Development attempts are made by stimulating consumer awareness of the downtown core in a positive manner usually by persuading the public to take direct purchasing steps or by establishing definite buying habits.

IMAGE

The need to establish a positive downtown image is vital, for it is the catalyst when investors or shoppers think of coming downtown.

The overall image of a positive, vibrant downtown is emphasized in all Board and Co-operative advertising.

"We're Interesting, Friendly and Alive" is repeated whenever and wherever possible. "Downtown...Where People Care" is a familiar phrase on the radio and we urge "You Park - We Pay" to allay worried consumers' parking fears.

RELOCATE DOWNTOWN.. ..THEY DID!

This advertising program was designed to promote institutional testimonials as a way to reduce sales resistance to the core. Ads were placed in the: T.V. Guide; Globe; Times; This Week; News Advertiser; and others. The ads read:

> Relocate in downtown Oshawa...
> ...Bell Canada DID!
> ...the Canada Trust DID!
> ...the C.I.B.C. DID!
> ...the Ministry of Revenue DID!
> ...the TD Bank DID!

Responses from Toronto firms and franchise marketing agencies was positive.

IT'S TIME....

To raise the profile of our downtown, the Board of Management inserted a series of ads in the local media bearing messages from well known personalities and members of the general public. Each gave different but positive messages about their roles downtown. Comments were made by Mayor Pilkey; Terry Kelly and Ald. McArthur. The catch line of this series read:

> "It's time...do you know where your downtown is?"

Response was enthusiastic. For the first time 'product' meaning the BIA new core concept, recognition became apparent in feedback reaction from the public.

SATURDAY BOOSTERS

An eight week program in the Oshawa Times was subsidized by the Board in an attempt to boost Saturday Sales.

Each Friday, three-quarter page ads ran encouraging Saturday shopping downtown by emphasizing its advantages ie: prices, parking, services, etc.

Retailer participation and enthusiasm were low; the program eventually fizzled out.

ON-STREET DISPLAY SIGNS

Twenty-eight former "Oshawa Square" signs located throughout the downtown now incorporate our owl logo and the message: "We're interesting, friendly and alive." The message is interchangeable by replacing plaques attached to the sign. Different messages have been placed throughout the downtown including:

"Downtown...where people give a hoot!"
"Downtown...we care!"
"Downtown...you're special!"

These messages, visible to pedestrians and vehicles, have proven highly effective throughout the year.

BELL DIRECTORY

The Board encouraged BIA businesses to participate in a full-listing directory of downtown businesses in the yellow pages. Preliminary surveys indicated many businesses willing to particpate, but Bell Canada, conducting a more intensive study, found otherwise. The project was cancelled.

CO-OPERATIVE "DOWNTOWNER" EDITIONS

Doug Carroll, a member of the Retail Council and owner of Ward's Draperies, suggested and helped implement publication of "The Downtowner" a high quality stock, sales orientated flyer. Twenty thousand editions were printed in the first run and hand delivered by a guaranteed distribution company to certain areas in Oshawa (Total (entry) delivered, 41,500) and in downtown stores.

In addition to carrying sales messages, the flyer also carries editorial space for the Board to communicate to the general public.

The first edition of "The Downtowner" proved highly effective: one merchant received over 100 coupon responses. Nine editions of the downtowner will be printed throughout 1983 to accompany major sales events. The Board is selling packages of six inserts to establish priority advertisers and minimal re-set costs. The publication is subsidized by the Board to encourage advertising.

BIA UPDATE

This monthly Cable 10 TV program is used to highlight different aspects and services found in the core area. The Board used this forum to highlight the availability of downtown parking spaces, our Sidewalk Sale, Santa Claus Parade and banking downtown.

PUBLIC EDUCATION

During 1982 the Downtown Oshawa Board of Management kept a close liaison with the media and used all opportunities to represent the core in a positive light.

Board members appeared on Cablecast TV programs and spoke on numerous occasions to public and radio audiences.

The Executive Director also gave assistance to other BIA's including: the Peterborough BIA; Wiarton BIA; Leamington BIA and Orangeville BIA. In addition, he spoke on behalf of the Board to audiences that included Eastdale Collegiate; Durham College; Parkwood Rotary Club; Sault Ste Marie BIA; and represented the Board at McDonalds during McHappy Days.

The Executive Director represents the Board to the Chamber of Commerce, who through Al Reed are very generous and helpful in providing assistance and advice.

The need to communicate with the public has been met by the Board and all Directors have represented the BIA at different and various functions ie: Jim Doswell and Doug McIlquham at DDC meetings; Ald. McArthur and Carol Collings at retailing promotions and events. etc.

Over ten pages of media editorials and pictures have been accumulated on Board activities during 1982.

FIESTA PARADE

The Board of Management, on behalf of BIA members, sponsored the "Star Wars" float into the Fiesta Parade. A banner preceding the float stated: "Downtown...our future's here today!" Twelve volunteer characters accompanied the float.

BOWLING FOR DOLLARS

The Board entered a team of seven bowlers, volunteer downtown business people, in this charitable event. Volunteers wore "Downtown...Where People Give A Hoot" T-shirts.
The involvement of downtown businesses in community events is always appreciated.

CHRISTMAS PROMOTIONS

Christmas hours were set by the Retail Council based on a solicited concensus of opinion. Window posters were distributed to most stores. Businesses were encouraged to display brightly coloured lights to increase the visual attrativeness of the core during the Christmas Season. The Board provided lights at a very low cost, however, interest was too low to qualify the minimum amount of lights required to gain reduced costs. Christmas music was provided as a delightful addition to the festive atmosphere downtown. Loudspeakers were installed at the four corners from December 13th - 23rd. The Board hired a Santa Claus to visit the downtown during peak traffic hours. The jolly old man visited from December 13th - 23rd and distributed candy canes and dimes for expired parking meters. Old St. Nick also visited many stores and businesses in the core to bring a little cheer into the day of employees and staff.

MOST COURTEOUS CLERK AWARD

This project was designed to reinforce courtesy among downtown staff and raise the profile of the quality of service available downtown.

Unfortunately, those banks approached had reservations with wording of title and other points. The program, although logistics were set, was cancelled.

CHRISTMAS GAME CARD

The Retail Council decided to implement this promotion to stimulate consumer traffic in stores during the Christmas Season.

Ten advertisers would each buy a square on the game card. Thousands of game cards would be distributed to the public via newspapers and by the retailers involved.

Customers need not purchase; they just visit all ten stores and collect store stamps on their game card. Once the card is complete, it would be dropped into a ballot box for the chance of the grand prize of a holiday for two in Florida.

Almost ten participants were sold, however, the Retail Council felt that this promotion had not received enough sponsorship and participation to warrant its go ahead. Therefore, the game card promotion was cancelled.

The Retail Council decided to reintroduce at a later date.

NEW STORE ADVERTISEMENTS

The Times was prompt to introduce new businesses downtown through and "introducing..." advertising campaign. The media are advised when new businesses locate in the BIA for news coverage.

1982 SIDEWALK SALE REPORT SYNOPSIS

Theme: Röaring 20's Sidewalk Sale
Sold 195 costume packages
Celebration party held at Fazio's,
180 attendants (some complimentary)
Tickets distributed to Barbershoppers, CKAR,
cultural participants, etc.)
Best dressed business contest/best dressed
costume contest
Best can/can contest, trophies and prizes
donated and awarded
Social event a success

Events: Celebration Party
Clowns distributing dimes in meters and candies
Antique 20's cars on sidewalk
Barbershoppers
Outdoor cafe
Outdoor theatre
Free hotdogs
Balloon Giveaways
Piano player outside Birch Place
Free pop outside banks

Information:
Bulletins
Posters on windows
Flyers/bagstuffers

Participation:
Auto Canada/Parkwood/Library all dressed up
and participated
46 retailers
17 non-retailers
Note: over 10 of last years participants
had left the area.

Costs:

Total Costs to the Board in 1981	$2,650.00
Total Costs to the Board in 1982	$1,682.93
Decrease in Cost of:	$ 967.07

COMMENTS AND SUGGESTIONS FROM SIDEWALK SALE SURVEY:

1. Garbage problems - waste baskets needed (4)
   - sweep sidewalks (2)
   - either earlier pickup or no garbage pickup.
2. Get merchants from outside the core to fill vacancies.
3. Events are not necessary vs Have more events to stimulate enthusiasm.
4. Free downtown parking such as Bowmanville.
5. More banners outside core area to get people downtown.
6. All sidewalks should have vendors to attract more people and add continuity.
7. Time the sale to pay periods (3) ie: GM, family allowance time.
8. Many people further stressed that they would pay only marginally more to enter the Sale.
9. Plastic costumes uncomfortably HOT! Material does not breathe.
10. Speakers for music on the streets.
11. More clarification about the sale days.
12. Space Age Sale next year-parking meters with antenas, wierd flowers in planters, Martian/ futuristic costumes, Use term "SPACED OUT SALE" in advertising.
13. T.V. Guide was an excellent idea.
14. 4 Days is too long for Sale-Best is 2 Days (hard to keep enthusiasm up for long periods, holidays for staff) (2).
15. All stores should keep the same hours (2).
16. School bands should play.
17. Beer tent at the four corners and close streets for circus and Kiddie Rides!
18. Stay open Thursday nights.
19. WARD'S-From Fri. 5pm to Sat. 4pm we had 2nd biggest sale therefore, sat. is good. More free hotdogs and coke.
20. People expected discounts of 75 - 80%. Many merchants did not put out real bargains but regular stock.
21. Activities at Fazio's was great but sales terrible. I suggest these hours: Thurs 9 to 7, Fri. 9 - 8 Sat. 9 - 6.
22. Give away car as a draw, Stay open to midnight one night

23. Less blocking of sidewalk (Adams said he had customers complain about other stores.)

A number of merchants took the time to congratulate Clinton and Staff (Regan & Rick) on a job well done.

1982 SIDEWALK SALE MEDIA INTEGRATION PLAN.	1.	2.	3.	4.	5.	6.	7.	8+.	TOTAL
INTERNAL COMMUNICATION	Executive x2.	Flyer #1.	Flyer #2 x3	D.D.C. x2	S.S. Committee x3	B. Cars x3	Ap. Forms x3		7.
EXTERNAL COMMUNICATION	Flyers 3500	Clowns x3	Posters x150	Street Banner	Cars x2				5.
PRESS RELEASES	Times	Star	Chod	T. Week	Free Press	Standard	T.V. x6		7.
PICS & CUTLINES					✓				5.
PRINT ADVERTISING	News Adv.	Times x6	T. Week x10	T.U. Guide	T.U. Facts	Times Ad			6.
RADIO NEWS				✓					4.
RADIO ADVERTISING								8	8.
DISPLAYS, EXHIBITS	Clowns	Cars	Theatre	Banner & Shoppers	Bus Shelter				4.
CALENDARS				✓					4.
T.V. Coverage	Cable	C.F.T.O.							2.
EDITORIALS / ARTICLES					✓				5.
COUPONS / GIVEAWAYS	Hot Dogs 1,500								1.
CELEBRATION PARTY	172 tickets sold								1.
SUBSIDIZED ADV. PUB'NS	Times	T. Week							2.
PARKING MAPS	T.U. Facts	Times	T. Week	Brochure					4.

ROARING 20's 1982 SIDEWALK SALE SURVEY

Name of Store and Address: _____

ADVERTISING

1) Which media do you prefer for advertising, please number from 1 to 6 with #1 being the best form of advertising: -

Newspaper (1)
Radio (2)
Window Posters (3)
Flyers ⎫ 4 AND 5
Bagstuffers ⎭
Street Banner (6)

2) How do you think media coverage was handled?

Good ○ 69%
Okay ○ 28%
Could use Improvement ○ 3%
Suggestions: _____

3) Did you take advantage of the subsidized advertising rates available?

Yes ○ 41%
No ○ 59%

If Yes, were you pleased with the results? Yes ○ 92% No ○ 8%.

If No, was it due to any of the following reasons:

Cost ○ 53%
No Interest ○ 12%
Other Reasons, Please Specify 35%.

GENERAL

1) If the Sidewalk Sale fee had to be raised marginally high than $50 (Retailer) would you still participate next year?

Yes ○ 72% (ONLY MARGINALLY STRESSED) No ○ 28%

2) Officially, this years Sidewalk Sale was a 3 day duration event. (Wednesday to Friday)

a) Do you prefer: 3 day duration ○ 42%
OR
4 day duration ○ 53%. 2 DAYS - 5%

b) Do you prefer WEDNESDAY, THURSDAY, FRIDAY ○ 43% Mark
OR WEDNESDAY, THURSDAY, FRIDAY, SATURDAY ○ 5 One
OR THURSDAY, FRIDAY, SATURDAY ○ 6 Only

3) Do you prefer the downtown Sidewalk Sale before or after the Oshawa Centre's Sidewalk Sale (This year we were after the Oshawa Centre Sale)?

Before Oshawa Centre ○ 65%. After Oshawa Centre ○ 35%.

4) Which week in July do you prefer: This year it was held on the third full week.

FIRST WEEK ○ 24% SECOND WEEK ○ 14% THIRD WEEK ○ 54%.

FOURTH WEEK ○ OR IN AUGUST ○ 3%

..../2

GENERAL CONT'D...

5) This year the Sidewalk Sale was themed as 'Roaring 20's'.

a) Do you like themed Sidewalk Sales? YES ○ 95% NO ○ 5%

b) Would you prefer: Same Theme Every Year ○ 32%
Two Themes Rotated ○ 10%
Different Theme Every Year ○ 65%

c) Please show your preference of the following themes, by marking 1st choice, with #1, 2nd choice #2., etc.

Western Days (1) — TIED — Roaring 20's (1)
The 1950's (2) Hobo/Tramp Day (4)
Other (3)
Specify: OTHERS SUGGESTED ATTACHED.

6) Concerning your particular business, did you do better, the same or were sales down from last years Sidewalk Sale?

On the average I did - better ○ 39%
- about the same ○ 32%
- down from last year ○ 29%

7) Were you pleased with the amount of sales you made this year

Pleased ○ 51% Sales Okay ○ 43%
Not Pleased ○ 6%

If not pleased, what was the problem? ECONOMY, CROWDS WERE HERE BUT NOT BUYING

8) On the Friday evening, did your store stay open until 9:00 p.m.?

YES ○ 79% NO ○ 21%

If NO, please specify why? NO BUSINESS TRAFFIC OR CONSUMERS.

9) Do you believe that the 1982 Sidewalk Sale was an improvement over those of previous years?

Improvement ○ 65% No Improvement ○ 22%
Not here last year ○ 3% No Comment ○ 10%

10) Any suggestions for next years sale: (ie: clowns, garbage, parking, events, etc.)

ATTACHED

PARTICIPANTS - 46

SURVEY RESPONSES - 37

RESPONSE RATE - 80.4%

1982 SANTA CLAUS PARADE SYNOPSIS:

Theme: Christmas Fairy Tales.
All floats had to adhere or were not accepted.
All bands had to play Christmas music, or were not accepted.
Trophies awarded for: Best Commercial; Best non-Commercial; and best Majorette.
Mayor gave trophies to winners judged by independant panel.
Social event a success, approximately 60 people turned up.

Events: Celebration Party
Clowns participants distributed candy and balloons.
Free parking at Municipal Garage.

Information:
Info to churches
Bulletins to participants
Posters in windows
Advertising in all media calendars
Cable TV
Print Advertising
Live CKAR coverage

Participation:
74 out of 76 participants showed up, most at 12:45 p.m.
Estimated crowd of over 20,000 spectators.

Costs: Financial Statement attached.

****

1982 SANTA CLAUS PARADE

MEDIA INTEGRATION PLAN

	1.	2.	3.	4.	5.	6.	7.	8+.	TOTAL
INTERNAL COMMUNICATION	NEWSLETTER	BLACK CARS	D.D.C.					S.C.P. COMMITTEE	20 ✓
EXTERNAL COMMUNICATION	POSTERS 200	DOUBLE TRAILER	FLYERS 5 MIA						3 ✓
PRESS RELEASES		RADIO				PRINT			6
PICS & CUTLINES								ALL MEDIA	10 ✓
PRINT ADVERTISING				PRINT					4 ✓
RADIO NEWS		CHOO 5	CKAR 4						9 ✓
RADIO ADVERTISING		CKAR							2 ✓
DISPLAYS & EXHIBITS								✓	40
CALENDARS						ALL MEDIA			26
T.V. COVERAGE	CABLE T.V.								1
EDITORIAL/ARTICLES	TWEEK	TIMES	✓						3
COUPONS/GIVEAWAYS			✓						3
CELEBRATION PARTY	MEMORIES								1
PARKING MAPS	TIMES	T.V. GUIDE	DOUBLE TRAILER					FLYERS	4 V 60,000
NEWSLETTER		BIA							2

V = vehicles
indeterminate exposure

1.3 PARKING INFORMATION

Parking is certainly a high priority when consumers mak decisions to visit our downtown: the Board continually addressed this concern during 1982.

DOWNTOWN OSHAWA PARKING GUIDES

The Board printed and distributed more than 15,000 Parking Guides during 1982.

Convenient for storage in a purse or glove compartment; these guides were given out free at different stores and financial institutions. Each guide details parking lot locations; our "You Park - We Pay" program; parking hours; times; rates; and leasing details.

What is perceived to be is sometimes more important than what is real. Parking availability is being promoted through the guides to let people know where to park and therefore decrease sales resistance.

YOU PARK - WE PAY

If customers park; downtown businesses are prepared to pay the meter.

Many stores, in keeping with this offer, display trays of nickels for customers to use. Many banks and stores distribute parking validation stickers to their customers as a free service. Customers are taking advantage of this program.

PARKING MAPS

Maps of available core parking are included in most Board of Management advertisements and event promotions

PARKING PROMOTION DURING EVENTS

During the Roaring 20's Sidewalk Sale the Board hired three "flappers" to continually feed dimes into expired meters.

During the Santa Claus Parade the Board secured free parking in the Municipal Garage, donated by City Council, for spectators. Santa Claus continually fed expired meters during the Christmas period.

The Board is continually trying to make parking in the core more convenient and compatible for customers.

PARKING STUDY

An extensive parking study conducted by the Board is available to BIA members from the Board office at 14½ King Street East. Recommendations drawn from research this field can be seen under "Planning and Research" an "Police Advocacy." An example of the type of direction and implementation the Board has undertaken and conside can be seen in Appendix B - "Removal of Leased Parking Privileges on Lot #4" on the following pages.

RUSH-HOUR-ROUTE

The Board was successful in rescinding the Rush-Hour-Route however this measure is only temporary.

Therefore the Board has continually encouraged BIA members to write letters and call politicians to voice their support of the permanent rescission of the Rush-Hour-Route.

APPENDIX 'B'

Re: Removal of Leased Parking Privileges on Lot #4

The downtown Oshawa Board of Management strongly believes that Municipal Parking Lot #4 should be redesignated as a 'no-lease' facility. This lot is similar to Lot #1 in that both are so-called 'interior' lots which receive maximum use.

SITE: Municipal Lot #4 is located at 26 Athol Street W., between Centre Street and Simcoe Street. The lot is immediately behind the new Canadian Imperial Bank of Commerce structure. There are a total of 66 parking spaces, but at the moment due to the Revenue Building construction, only 53 are operational. The parking fee is 30¢/hr. with the maximum parking limit at 2 hours. The lot is controlled by meters.

PROBLEM: It is quite common on any weekday to see cars driving around the lot searching for a parking space. Due to the nearness to the traditional 'four corners' many people find it the most convenient parking facility and thus it is paractically always near full capacity. Many of the customers are only parking for periods of five to ten minutes. This pattern may be caused by the number of banks in the area (Montreal, Toronto-Dominion, Commerce, Canada Trust).

A recent survey completed by the Board of Management on Municipal parking lot occupancy discovered that between the hours of approximately 9 am and 4 pm. this lot is never below 90% occupied. At the hours of 10:30 am and 11:30 am. the lot was 100% full with many illegally parked cars. The full results of the survey are presented on the next page.

TIME	NO. OF OCCUPIED SPACES	PERCENT
8:30 am	30	57
9:30 am	51	96
10:30 am	53	100
11:30 am	53	100
12:30 pm	50	94
1:30 pm	52	98
2:30 pm	48	91
3:30 pm	51	96
4:30 pm	39	74
5:30 pm	21	40

There is definitely a need for more short term spaces in this lot to avoid the overcrowding and the numerous number of illegally parked vehicles.

The city of Oshawa at present will lease as high as 17 spaces or 32% of the lot. The average number leased ove the December, January, February leasing period was 16 spaces or 30%. Almost one-third of the potential spaces for downtown customers are being used by leasees who mos likely work downtown. The Board of Management believes people who wish to lease parking space should be encoura to use less occupied facilities such as the parking gara or lots #15, #14, and #2, which are rarely filled to capacity. If this lot was redesignated, a full 66 spaces would be available for short term parking.

Parking downtown is one of the major complaint of existi and potential shoppers. In general people prefer to park as close as possible to where they intend to visit and many choose the traditional 'four corners' area as a starting point for their visit downtown. Therefore, it would be advantageous to both shoppers and merchants to have Municipal Lot #4 redesignated as a 'non-lease' facility. With the potential sale of Municipal Lot #1 for development as a commercial facility, there would be no municipal lots which were lease-free. Even is Lot #1 not sold, the downtown has expanded to the degree that another no-lease facility is needed in the core area. On should also remember that the new Ministry of Revenue building may attract visitors who would look to the adjoining lot as the best place to park for their visit.

The Board of Management believes when one examines all t evidence, the preferable action would be for the Public Works Department to re-examine the situation at Lot #4 and hopefully recommend to City Council that this facili be redesignated as a 'no-lease' facility.

Recommendation: That the Public Works Department Investigate the existing situation at Municipal Lot #4 and after this examination, recommend to Oshawa City Council that Municipal Lot #4 be redesignated as a 'no-lease' facility.

1.4 POLICY ADVOCACY

VANDALISM

In view of the heavy damage inflicted by vandals on core property, the Board continued to support measures to alleviate this concern during 1982.

A letter from the Board was sent to Council requesting an increase of police presence around the Bond Street, Simcoe Street intersection. Various letters from concerned landlords, business owners and members of the general public were enclosed. Also, a petition signed by approximately 30 businesses supported an attempt to do something about youths "hanging out" around the intersections.

PINBALL ARCADES/ MASSAGE PARLOURS

The Downtown Oshawa Board of Management has continually lobbied City Council to amend the licensing by-laws to prohibit certain types of businesses from locating in the core if they detract or have a detrimental affect on those businesses presently located in the core.

POSTER BY-LAW

The Board was successful in its attempt to stop the (Illegal) posting of bills, literature, etc. on street furniture, vacant store windows and poles in the core.

The General public were advised through the media that this type of activity was illegal. Merchants were asked to advise the Board if they noticed new posters or anyone in the act of posting new signs.

Unfortunately, some people didn't get the message. At this juncture, the Board phoned the individuals responsible and outlined possible consequences. All eventually complied.

PARKING

"Parking policies relating to downtown Oshawa need to be reviewed"! This statement made in the CAUSE report refelcts the input of the Board to try to improve the current parking situation.

The Board lobbied throughout 1982 for increased parking facilities so as to avoid a deficit projected in the short-term future.

The Board also suggested that certain lots be redesignated as no-lease parking lots and that lots having leased parking designate optimum consumers spaces as no-lease. Leased parking should be designated away from the street, ie:the policy shopping centres encourage for their employees High visibility spaces should be provided to decrease the psychological barrier that being unable to see a destination gives some consumers.

1.5 BOARD REPORTS- PLANNING AND RESEARCH

A good information base predicates accurate decision-making. Board staff have compiled and correlated different bits of information during the past year.

To present some of that information briefly, three reports are presented with covers, outlines and recommendations. The reports are:

1. A Revitalization Perspective
2. The CAUSE report on Downtown Oshawa
3. The Downtown Oshawa Parking Study

A

REVITALIZATION

PERSPECTIVE

Prepared by:

Clinton F. Collier
Executive Director

August 30, 1982.

I N D E X

		PAGE
PART I	- Introduction and Historical Development	
	- Purpose of Report	
	- Terms of Reference	
	- Core Area Forms and Functions	1
	- Growth and Development	4
PART II	- The Downtown Oshawa Board of Management	8
	- Objectives	9
	- Working Program	12
	- Board of Management Structure	23
	- Committees	24
	- Board of Management Profile	25
PART III	- The Downtown Environment	26
	- Evolution and Decline	26
PART IV	- The Political Question	
	- Revitalization: The Political Question	32
	- The Official Plan	34
	- Extractions From Official Plan, Pertaining To Downtown Revitalization	35
PART V	- A Spacial Analysis of Downtown Oshawa	
	- Gross Leasible Area (G.L.A.)	37
	- Vacancy Rates	39
PART VI	- Leverage and Subsidy Devices	
	- Alternative Solution to Stimulate Developer Investment	41
	- Land Assemblage	42
	- Subsidy Devices	43
PART VII	- Conclusions and Recommendations	
	- Downtown Development vs Peripheral Development	46
	- Conclusions	48
	- Recommendations	50
	- Bibliography	52

****

LIST OF ILLUSTRATIONS

PAGE

MAP 'A' - Study Area Boundaries 2

MAP 'B' - Nodes of Attraction 6

APPENDICES

APPENDIX 'A' - Development Growth 5

APPENDIX 'B' - Working Programs. 12

APPENDIX 'C' - Extractions from Official Plan 35

APPENDIX 'D' - CORE PERCENT OF G.L.A. 38

APPENDIX 'E' - B.I.A. RETAIL/OFFICE BREAKDOWN 40

****

CONCLUSION

It was the objective of this report to place into context the factors influencing downtown revitalization of the Core Area. As a result it has been possible to prove conclusively that the downtown's growth is not keeping pace with that of the City as a whole, although this does not represent it's decline. When the general theories pertaining to decline are applied, it is not apparent that any of the variety of forms are manifest and continuing to develop. What is apparent is that if the static rate of growth is allowed to continue, then decline might result to the overall detriment, not only of the downtown business community, but the City as a whole.

Also apparent downtown is change. It is quantifiably evident that our core area is being continually modified to reflect changes in technology, investment, physical additions and in patterns of residence and consumption.

"It is interesting to note that in the changing role of the downtown, new types of activites tend to be located in the core while former 'central location' activites which, once traditional to the core area, have decentralized in response to the growing spread of the City's population." 18

Our local City Council has been instrumental in the establishment of general guidelines for downtown redevelopment in its (and the Regional) Official Plan. Our elected officials have done a credible job pursuing the revitalization of downtown Oshawa. Pitfalls exist, however, that make it necessary to specifically define protective guidelines to ensure the active redevelopment of the downtown on a consistent and continuous basis. Moreover, the continued location of malls, plazas and other commercial and non-commercial developments outside of the core, when, with a little more work, core locations could be secured, will eventually result in decline and blight for the community if left unchecked. Municipal decisionmakers have to commit public funds to protect existing jobs and tax revenues through downtown revitalization. The vitality and future of the existing Core Area tax base cannot and should not be taken for granted.

Although throughout this report there has been continued emphasis on the "possibilities" of decline, it was soley the intention of the writer to point out the ramifications that could occur if core redevelopment is not actively pursued. There is no doubt that the decline of the downtown core of Oshawa noted in the late

18. Alexander, City Centre Redevelopment, p.7.

fifties and early sixties has been reversed. The extensive beautification undertaken by the Downtown Oshawa Board of Management, the efforts of some landlords to upgrade building appearance, the renewed interest of downtown businesspeople to mutually benefit through cooperation and the upgrading of servic the heavy investment into the area by those with substantial belief in the future of the Core and the effor of City administrators and politicians have created a downtown with the potential to become the pride and distinction of the area.

However, if the present trend of investment, retail and consumer activity continues to increase outside of the core area, these series of expanding activities could diminish the Core area. Consequently, the core as the focus of social and cultural interaction could diminish and the possibility exists of decline.

It follows that if a community identity crises does exist (no one has proved that it has) it could be the result of the removal of the core as the focus of activity and the inherent inability of Oshawa Centre to act as a successful sustitute.

Our downtown plays a fundamental role in the life of our community. Its redevelopment benefits us all. Many challenges still exist, many problems await the downtown business community, however, now more than ever before, business and government are prepared to accept and resolve these problems and are working to provide the area with a pleasant and interesting environment for people.

Furthermore, the location of shopping centres outside of the core area is now serving to create outwards growt pressures in contrast to the original malls following growth patterns. This change in direction if not monitored carefully can lead to uncontrolled urban sprav

Also, many factors have to be taken into consideration i the downtown is not actively reinforced as the prime area of development, if an abandonment/deterioration factor is established (it is questionable whether one exists already) what happens to those employees when stores close? What happens when potential investors decide not to locate in a blighted community? How can one measure the loss of community pride in an area?

These are the potential ramifications of downtown decline. It hasn't happened yet which proves a good base to ensure that it never happens.

Although it was not the intention of the writer to analyse possible solutions to downtown problems, (It was my intention simply to state various factors affecting downtown development) however, certain means to generate funds have been included due to their merit.

- Developers must be guided... The development of a market analysis and planning strategy as well as staging and creating support funding through direct City investment (through tax easing and other programs) should be considered to incite potential investors to consider the Core Area over other areas. The guidelines, once established, should be communicated to all potential investors. Proper communications is essential. These factors can prove enormously helpful in attracting and developing downtown investors.

- That the City consider the implementation of some type of Commercial Property Loan such as the Mount Vernon case, to stimulate the improvement of building facades by landlords and lessees in the Core Area.

- The City should become a stronger partner in development by cutting red-tape, modifying assessment practices to provide stronger incentives for new developments and consider legislation to allow private re-developers downtown the power of (borrowing) eminent domain and tax abatement.

- In addition, the City should consider the use of zoning bonuses, Floor Area Ratio Incentives, Tax Increment Financing and Value Capture Financing in order to generate funds for renewal.

RECOMMENDATIONS

- That Council establish definite and specific guidelines in its Official Plan to ensure the adequate protection of the downtown business district and actively pursue redevelopment in the Core Area.

- That the City take the initiative, rather than allowing market forces to dominate, by actively encouraging development of the core area. (The City of Peterborough, for example, acted as developer and leasing agent for a major shopping mall and Hotel complex.).

- That the City consider stimulating the development of cultural, recreational and residential facilities downtown.

- That City Council should consider definite action towards solving the present parking situation by; the redesignation of Municipal surface Lot #4 as a totally 'no-lease' facility and the redesignation of Floor 2B in the Municipal Parking Garage as a 'no-lease' floor.

- Furthermore, to ensure future Parking adequacy, that City Council should consider the construction of two additional floors to the Municipal Garage, before demand exceeds supply as City figures project will occur in the short-term future.

- That the Downtown Oshawa Board of Management should continue to commit funds to educate the public as to the role of the downtown and to stimulate awareness of downtown Parking facilities.

- That the Downtown Oshawa Board of Management should continue to stimulate internal awareness and cooperation within the downtown business community to stimulate participation towards the continued improvment of buildings and service in the Core Area.

- That access to information should be secured and that information should be readily available from the City for input from public interest groups.

- That a closer interaction and liaison between the City of Oshawa and the Downtown Oshawa Board of Management should be encouraged for the mutual goals and benefits that cooperation offers.

OCTOBER 1982

OSHAWA CHAMBER OF COMMERCE

downtown oshawa board of management

OSHAWA REPORT
CAUSE

community assist for an urban study effort

a program of the ontario association of architects

TABLE OF CONTENTS

INTRODUCTION

HISTORY

PRIDE OF PLACE

TRANSPORTATION

PARKS

CENTRAL BUSINESS DISTRICT

INDUSTRY AND TOURISM

RECOMMENDATIONS

APPENDIX

RECOMMENDATIONS

the CAUSE recognize steps that have been taken already in Oshawa to enhance it's image and solve some of it's problems. The following recommendations discussed throughout the report are submitted for consideration, analysis and further development.

GENERAL

Council should: -

1. Show leadership in developing community awareness to improve it's image and develop it's potential.
2. Take the initiative in promoting and publicizing all community and business interests.
3. Establish a LACAC.
4. Re-evaluate "CBD Policy 1979" to recognize current growth projections and demographic changes.
5. Rewrite zoning by-laws to reflect positive not negative attitudes.

SPECIFIC RECOMMENDATIONS

1. Enhance and protect pedestrian movement on the main shopping streets.
2. Improve Simcoe Street - Bloor Street intersection.
3. Create Ontario Street Promenade and pedestrian walkway system.
4. Develop Athol Street "Avenue"
5. Reappraisal of parking policies.
6. Establish mechanism to ensure full co-operation and effectiveness of transit system with downtown merchants, suburban malls and the public.
7. Restore two-way traffic on King and Bond.
8. Re-route through-traffic away from downtown.
9. Develop a pool and ice facility at Civic Square.
10. Expand Bike Paths and Walkway systems.
11. Develop lake frontage facilities.
12. Renovate and reuse vacant G.M. West Plant for multiple use facility including parking, museum, studios, residential etc.
13. Re-construction of main vehicular access at 401.
14. Establish a Performing Arts Centre on site of former G.M. auditorium building.
15. Construction of GO System into core area.

DOWNTOWN OSHAWA

PARKING STUDY

august 1982

downtown oshawa board

of management

under the direction of: clinton collier

prepared by: regan hutcheson

PROGRAM OUTLINE

C.A.U.S.E.

Start Date/Duration: Fall 1982

Situation: Community Assist for Urban Study Effort, benefits and stimulants (Media, Public Private, Governmental) of Objective Extern report by professionals.

Objectives:

1. To set priority objectives.

   a) Parking situation, analyze and submit suggestions for future development to: increase availability of consumer on-stree parking; to increase availability of off-street employee parking; to maximize efficient use of parking space.
   b) Upgrading of older buildings, to submit realistic suggestions for building renovations that would; enable landlord to realize costs involved and improve present usage of space to realise a (greater) profit; add to the downtown core aesthetically; increase use of older buildings for effective modern offices and reidences a benefit to landlord, tenant and public.

2. To captivate and direct temporary public interest to those areas where stimulation will produce results.

   a) Close Liaison with media.
   b) Close communication with public, forums, e
   c) Lobbying through Bruce McArthur at City Ha
   d) Direction of business organizations.

3. To follow through and implement realistic action that may be a result of CAUSE.

Measurement of Performance. Qualitive progress in are of recommendation submitted by CAUSE team and in subsequent directions that apneared as a result of CAUSE.

Cost: Approximately $3500 third share from Board of Management. This expenditure covered accommodations and services that the CAUSE team required.

CAUSE Recommendations: Attached.

TABLE OF CONTENTS:

	PAGE
PURPOSE OF THE STUDY	1
OBJECTIVES OF THE STUDY	1
THE STUDY AREA	1
PHYSICAL CHARACTERISTICS OF THE AREA	1
General	1
New Developments in the Area	4
Employment	4
Parking Inventory	5
BACKGROUND TO THE PARKING SITUATION	8
Existing Parking Spaces	8
Future Growth of the System	9
Finances	13
Parking Promotion in the Downtown	14
DOWNTOWN EMPLOYEE PARKING SURVEY	16
Purpose	16
Objectives	16
Date of Survey	16
Method	16
Observations	17
Comments	18
RUSH-HOUR-ROUTE CANCELLATION REVIEW	19
THE PARKING LOT OCCUPANCY STUDY	21
Purpose	21
Date and Weather	21
Method	21
Observations	21
Comments	24
REMOVAL OF LEASED PARKING ON LOT #4	41
PRIVATE PARKING LOT ACQUISITION	43
RENTAL OF A MUNICIPAL LOT	43
CONCLUSIONS	44
RECOMMENDATIONS	

MAPS	LIST OF ILLUSTRATIONS	PAGE #
MAP A	THE STUDY AREA	-2
MAP B	PARKING FACILITIES	4
MAP C	CIRCULATION	7
MAP D	PARKING QUADRANTS	11

TABLES

TABLE 1	PARKING INFORMATION	10
TABLE 2	LOT #1 OCCUPANCY	25
TABLE 3	LOT #2 OCCUPANCY	25
TABLE 4	LOT #4 OCCUPANCY	28
TABLE 5	LOT #8 OCCUPANCY	28
TABLE 6	LOT #14 OCCUPANCY	31
TABLE 7	LOT #15 OCCUPANCY	31
TABLE 8	LOT #16 OCCUPANCY	34
TABLE 9	PARKING GARAGE OCCUPANCY	34
TABLE 10	PARKING GARAGE BREAKDOWN OF OCCUPANCY	37

GRAPHS

GRAPH 1	LOT #1 OCCUPANCY	26
GRAPH 2	LOT #2 OCCUPANCY	27
GRAPH 3	LOT #4 OCCUPANCY	29
GRAPH 4	LOT #8 OCCUPANCY	30
GRAPH 5	LOT #14 OCCUPANCY	32
GRAPH 6	LOT #15 OCCUPANCY	33
GRAPH 7	LOT #16 OCCUPANCY	35
GRAPH 8	PARKING GARAGE OCCUPANCY	36
GRAPH 9	PARKING GARAGE - LEASE/NON-LEASED	38
GRAPH 10	PARKING GARAGE - LEASED FLOORS	39
GRAPH 11	PARKING GARAGE - NON-LEASED FLOORS	40

CONCLUSIONS:

This report has attempted to examine the downtown parking situation in a comprehensive and unbiased manner. Below is a summary of some of the major points of interest:-

- At present, most parking facilities have space available.
- Growth of parking demand will definitely occur as shown by the prediction that 8700 workers will be in the core by 1986, the spin-off effects of the Revenue building, and the continuing increase of users of the system.
- Only 56% of downtown employees indicated they make use of the municipal parking system.
- The majority of downtown employees are not using in-street facilities to park.
- Almost 75% of downtown employees do not wish to see the Rush-Hour-Route reinstated.
- 35% of downtown employees who park on surface lots or in the garage do not lease. This may reflect a workforce which only works part-time and does not find it economical to lease.
- Lots #1 and#4 are intensely used each day.
- The no-lease sections of the parking garage are very intensely used.
- Quadrant breakdowns discovered that the west and south section of the downtown possess the greatest parking demand.
- Lot rental is a highly feasible concept. However, the purchase and development of a lot is not practical.

RECOMMENDATIONS:

- That municipal surface Lot#4 be redesignated as a totally 'no-lease' parking facility.
- That floor 2B in the Municipal Parking Garage be redesignated as a 'no-leasing'floor.
- That two additional floors be constructed on the existing parking garage to meet future demand.
- That the Board of Management's "Parking Guide to Downtown" be published for wide distribution through the use of the local daily newspaper.
- That the traffic direction of streets on the Parking Guide pamphlet be added to help motorists.
- That it be recommended to City Council at the end of 1982 that the Rush-Hour-Route be rescinded permanently and periodically reviewed.

- That the Board of Management proceed with the renta of a specific downtown surface lot on a trial basis in order to give free parking to shoppers on select Saturdays.
- That a billboard showing parking facilities be erected in the existing frame above the Picture Thi store on the corner of King and Celina Streets.
- That to increase the number of parking spaces available, a promotion aimed at "busing your way downtown" be started. Newspaper advertisements could show the various routes of the Oshawa Public Transit Commission which run to the core.
- That lots in the eastern sector of the downtown have slightly reduced rates to attract more custome to this sector.

EVALUATION:

After each major project an evaluation is conducted, usually in the form of a questionaire. This practice enables the Board to modify and adjust programs according to their cost effectiveness and merit.

Furthermore, other miscellaneous studies and surveys have been carried out within the BIA, this information is available at the Board office and is used in our Business Mix Survey and Information Bank.

Investors have used our extensive information bank to assess their needs. This information includes employment statistics, square foot ratio breakdowns, G.L.A.analysis, vacancy rates, business mix breakdowns and other facts that the Board has been asked to provide at one time or another.

****

PART II

2.1 OBJECTIVES

2.2 GROWTH AND DEVELOPMENT

2.3 WHO, WHAT, WHY

2.4 STRUCTURE

2.5 BOARD PROFILE

Part II of this report deals with the Board of Management as a conceptual entity and organizational reality.

Part I deals with the fruits of its labour.

Part II demonstrates and explains the Board. It answers questions most often asked and attempts to shed light onto those people who make the Board a success - its directors and those who give of their time and expertise on committees.

B.I.A. OBJECTIVES

- to motivate and instill a sense of pride in the downtown business community.
- to enhance a feeling of downtown "comraderie" - a feeling of working together for mutually beneficial goals.
- to improve business standards in the downtown core.
- to increase communication among retailers and consumers.
- to improve customer services and communication practices.
- to improve the appearance of the downtown core.
- to provide a sound basis of basic small business principles to merchants.

and overall, to make consumers aware that Oshawa has a downtown that is "Interesting, Friendly and Alive".

2.2

BIA GROWTH AND DEVELOPMENT

The downtown during the mid 70's began to change dramatically, due in part to the revitalization efforts of the Board of Management and City Council. Faced with the continuing threat of shopping mall expansion on the peripheries, the downtown had to evolve and develop - it did!

"The location of an activity with respect to the most desirable central location therefore results from the heirarchy of rent - paying abilities and needs of urba activities for a central location." 1

In other words, the need for a central location can, to a certain extent, be measured in terms of its rent paying ability, of course, there is no sound justification for measuring "place utility" in purely monetary terms realizing that not all competing activities are economically based. Therefore, it is possible to monitor the historical development of the downtown by the establishment of a number of facets of core area function which mutually reinforce each other and the core areas urban predominance.

The area has lately become established as the Financia Business hub of the Durham Region. As an administrati and financial focus, the establishment and concentrati of focal points including main bank branches, credit agencies, government agencies at the Provincial, Feder and local levels, service companies and main judicial functions, has led to a reinforcement of secondary retail activity and attraction to the downtown core as a whole.

Today, the growth and location of higher order functio the construction of new buildings and relocation of company head-quarters has lead to the growth of our retail-service sector; these sectors quickly respondin to the influx of new employees and cater to new market

To see the growth of nodes stimulating pedestrian and consumer traffic and reinforcing core activity, see Appendix 'A' for the dates and names of major new "magnets" of downtown attraction. See Map 'B' for details of new magnet or 'node' locations in relation to vehicular and pedestrian traffic circulation.

1. Alexander, Ian, City Centre Redevelopment. An Evaluation of Alternate Approaches. Pergamon Press Oxford, England, 1974 p.7.

Such an inventory is by no means complete, but does indicate that the downtown core is an area of high intensity land-use with concomitantly high land values. It also serves to high-light the downtowns primary functions - in the broadest of terms.

EMPLOYMENT

The core is an area of high density service provision and commercial activity. Proof of these facts is the high employment in the area. This is reflected in the transportation system, the core area being the focus of transportation and thereby containing the high degree of human activity and movement that it does.

Central Oshawa District (see Source).

	1979X	1981XX	1986
Office Flr. Space (sq. Ft.)		1,108,000	1,500,000
Office Employees	2,500		7,000
Retail Flr. Space (sq. Ft.)		472,000-500,000	900,000
Retail Employees	800		1,700

Note: X according to an inventory undertaken by City Planning and Development

XX including those which are under construction.

This chart does show a substantial increase in downtown employment over the past and next few years. A large portion of this increase can be attributed to the Ontario Ministry of Revenue which will employ some 1500-1800 personnel in their building. Spin-off effects to feeder companies from this office are potentially quite high.

Once again, a boost to core activity is evident and with its effects (direct or indirect), reinforces activity which is here and provides the market with further potential.

Source

City of Oshawa Planning and Development Department statistics.

APPENDIX 'A'

Growth in the downtown core has reinforced those sectors who cater to these businesses. Growth in different sectors includes the following:

Business and Administration

Canada Permanent Tower	(1973)
Bank of Nova Scotia Tower	(1974)
Durham Towers	(1977)
Lord Simcoe Place	(1977)
C.I.B.C. Building	(1978)
PHI Tower	(1979)
Bell Telephone Building	(1980)
Canada Trust Building	(1981)
Ontario Ministry of Revenue	(1982)

Culture and Entertainment

Robert McLaughlin Gallery	(1969)
Oshawa Times Headquarters	(1972)
Esplanade of Oshawa	(1976)
Library Edition	(1977)
Genosha Hotel Renovation	(1977)

Residential

Bond Towers Complex	(1972, 1974, 1977)
McLaughlin Square Complex	(1976)
Faith Place	(1978)

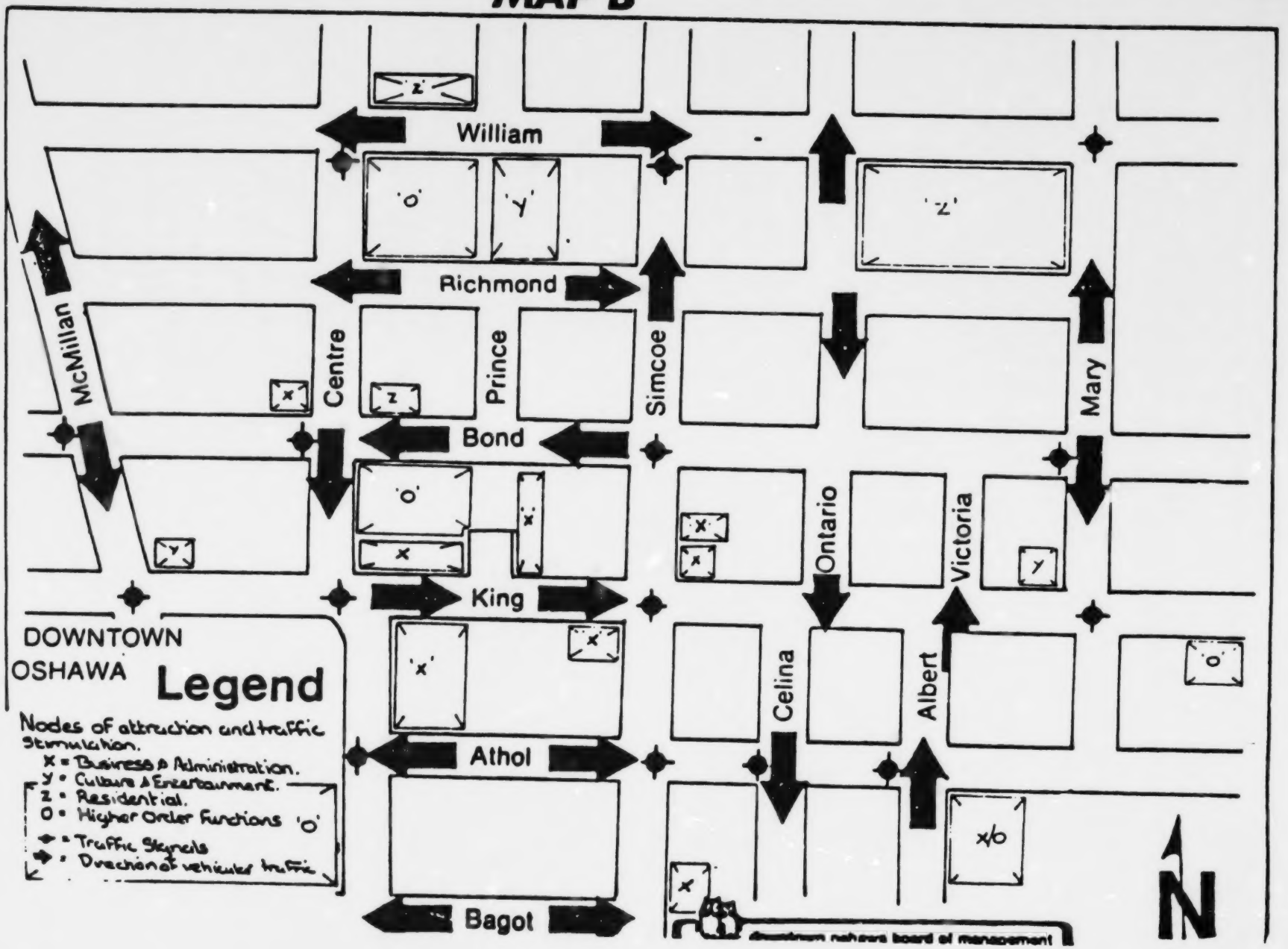
Higher Order Service Functions

City Hall	(1968)
Medical Clinic	(1970-71)
Civic Garage/Bus Terminal	(1973)
Durham Regional Police Station	(1973)
Bell Canada Office	(1973)

(Also Utilities, the Hospital and the Post Office, located in or around the core).

These developments have helped to stimulate pedestrian and vehicular traffic circulation by acting as 'nodes', attracting people and in turn stimulating further business to street level feeder businesses.

MAP B


William
Richmond
Bond
King
Athol
Bagot
McMillan
Centre
Prince
Simcoe
Mary
Ontario
Victoria
Celina
Albert
DOWNTOWN
OSHAWA
Legend
Nodes of attraction and traffic stimulation.
X = Business & Administration.
Y = Culture & Entertainment.
Z = Residential.
O = Higher Order Functions 'O'
= Traffic Signals
= Direction of vehicular traffic
N

2.3 THE WHO, WHAT, WHY'S OF BIA

The following pages attempt to answer some of the questions most often asked of B.I.A. staff.

WHAT IS THE BOARD?

On the 18th day of November, 1974, a City By-law was passed designated a B.I.A. (Business Improvement Area) in the Central Business District of Oshawa. A $75,000 amended budget was set up to be collected by City Hall from businesses located within the designated B.I.A. area which was to be administered on behalf of the business members of the B.I.A. by a Board of Managemen

The Board of Management is representative of all sectors (Retail, Commercial, Financial and Professiona in the B.I.A. and its directives are to "Beautify, Improve and Promote" the core area.

WHY DOES THE BOARD EXIST?

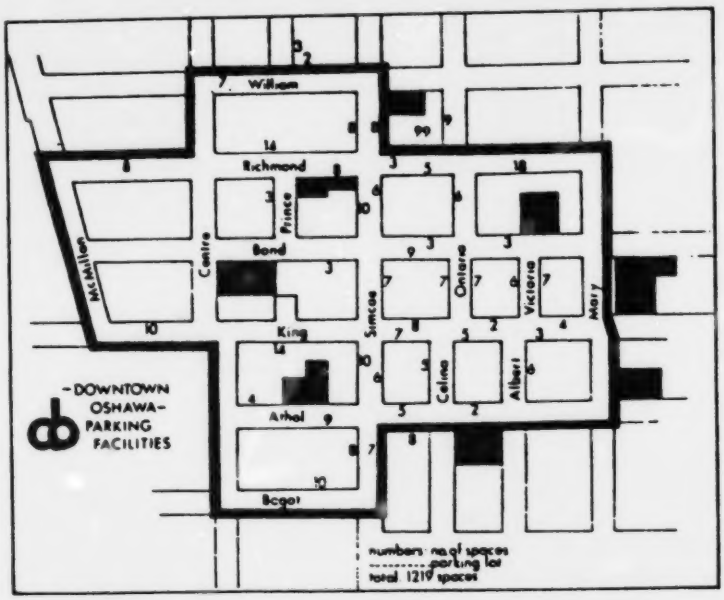
The need for a business Improvement Area designation results from the effects or the threat of declining business. The area may be showing signs of age or deterioration, or of sudden changes in spending habits due to the influence of peripheral shopping centres for example. Investment in the area may be down, and there may no longer be a feeling of pride among the business people.

WHO BELONGS TO THE B.I.A.?

The following boundaries apply to the B.I.A. (as stat in By-law No. 94-74).

COMMENCING at the intersection of King Street West an McMillan Drive.
THENCE northerly along McMillan Drive to Richmond Str West,
THENCE easterly along Richmond Street West to Centre Street North,
THENCE northerly along Centre Street North to William Street West,
THENCE easterly along William Street West to Ontario Street,
THENCE southerly along Ontario Street to Richmond Str East,
THENCE easterly along Richmond Street East to Mary St
THENCE southerly along Mary Street to Athol Street Ea
THENCE westerly along Athol Street East to Simcoe Str
THENCE southerly along Simcoe Street to Bagot Street,
THENCE westerly along Bagot Street to Centre Street S
THENCE northerly along Centre Street South to King St West,
THENCE westerly to the aforementioned intersection wi McMillan Drive.

Every business within these boundaries pays an annual levy assess d by City Hall that contributes to the $75,000 B.I.A. budget.



2.4 STRUCTURE

The structure of the B.I.A. problem solving model is shown in Appendix 'B' on the following page. The Board of Management interacts with a comprehensive sub-structure when problem-solving. The Board makes decisions of Policy and has at its disposal the input of all sectors represented downtown, inversly, all B.I.A. members have the opportunity to relay input to the Board through the communications structure using the committees, Block Captains, DDC, etc.

The Committees are placed into two categories, those that are 'Standing' or ongoing committees, and those that are 'Ad Hoc' or special assignment committees.

STANDING COMMITTEES

The Board of Management

The Board of Management is composed of six duly recognized members of the B.I.A. approved by Council and sitting terms running the same duration as those of Council.

The Board's function is to make policy decisions directing the B.I.A. along its duly recognized mandate - Revitalization. The Board of Management meets monthly and keeps recorded minutes of all meetings as a public record. The Board provides audited financial statements to Council and is accessible by all B.I.A. members.

STANDING COMMITTEES

BUSINESS COMMITTEE

Doug McIlquham	BIA Board of Management	725-4511
Marg Andrews	The Gift House (Chairperson)	571-351
Lori Byrne	Ward's Draperies	725-1151
Joan Souch	Franklin's of Oshawa	725-6682
Dave Hare	Petley Hare Insurance	723-2214
Jack Rothery	The Toronto-Dominion	576-6281
Bob Salisbury	Canada Trust	723-5221
Murray Swartz	People's Clothing	723-3612
Aby Topp	Oshawa Times	723-3474
Arnold Bock	Ministry of Revenue	433-2131

RETAIL COUNCIL

Joanne Argante	Joanne's Flowers	579-5269
Mary Bromley	Reed's Florists	576-5269
Doreen German	Calypso	571-3329
Ron Weeks	Black's Mens Wear	723-3611
Joan Wagg	Fay's Fashions	571-2582
Geoffrey Andrews	Karn's Drugs	723-4621
Jean Mountford	Sally Shops	723-1691
Sharon Bilich	House of Aloe	433-1384
Doug Carroll	Ward's Draperies	725-1151
Karl Blakolmer	Optical Boutique	579-1242
William Ellegett	Yesterday's	

SERVICE SECTOR COUNCIL

Lynn Vizzicarro	Head's	571-0518
Frank Magnus	Bagot Realty	579-4010
Lloyd Metcalf,Sr.	Metcalf Realty	571-2300
Joy McDonald	The Permanent	728-9482
Laurie Martin	Deloitte, Haskins & Sells	579-8202
Don Armstrong	Armstrong Tours	576-5522
Don Boychyn	Boychun & Boychyn	576-2670
Alan Densham	Dominion Securities/Ames	433-1107
Bob Salisbury	Canada Trust (Liaison)	723-5221

BLOCK CAPTAINS

Joan/Carol	Franklin's
Mary Wilton	Tyro Crafts
Mrs. Harries	Mitchell Travel
Aguppie	Steve's Leathers
Vern Osborne	Osborne Paint
Joan Sinden	You & Me
Sharon Bilich	House of Aloe
Bill Ellegett	Yesterday's
Suleina Romano	Suleina's Draperies
Joan Wagg	Fay's Fashions
Lori Byrne	Ward's Draperies
Marie Dupuis	Discount Wicker

AD HOC COMMITTEES

SANTA CLAUS PARADE COMMITTEE:

Richard Koppens	Murray Johnston's
Mary Bromley	Reed's Florists
Lori Byrne	Ward's Draperies
Sharon Bilich	House of Aloe
Alan Densham	Dominion Securities
Inspector White	Durham Regional Police
Sgt. Matthews	Durham Regional Police
Joy McDonald	The Permanent
Doreen German	Calypso Fasions & Swimwear
Marie Dupuis	Discount Wicker

SIDEWALK SALE COMMITTEE

Joanne Argante	Joanne's Flowers & Gifts
Marie Dupuis	Discount Wicker
Scott Morgan	Murray Johnston's
Lori Byrne	Ward's Draperies
Helen Megraw	The Shoe Shoppe
Regan Hutcheson	Downtown Oshawa Board of Management

2.5 BOARD STAFF

Executive Director

The Executive Director is responsible for the general organization and direction of the affairs and operations of the Board of Management.

Secretary

Under the direction and supervision of the Executive Director, the Secretary is responsible for the secretarial, clerical and bookkeeping requirements of the Board of Management.

Summer Students

Two students, Regan Hutcheson and Rick MacLaren, were hired under the "Experience '82" program to work for the Board. Both helped to prepare the Sidewalk Sale and worked on the: CAUSE Report, Parking Study, Business Mix Survey and other projects and promotions.

Tracey White was hired to assist the administration efforts of the Board office. Tracey, a co-op student from Eastdale Collegiate, will work from October 1982 to May 1983.

BOARD PROFILE

Chairman - Jim Doswell

Mr. Doswell is Manager of the Oshawa office of Dominion Securities/Ames Limited Canada and longest Investment Dealer and has been a businessman in the core area for over seventeen years, Chairman of the Downtown Oshawa Board of Management for two years. Former Chairman of the Oshawa Public Library five years active member of the Oshawa Rotary Club for fifteen years and active in various community organizations.

Member - Doug McIlquham

Mr. McIlquham has been a businessman in the core area for twelve years. For three years he was the former President of the Downtown Merchants Association.

Member - Bruce McArthur

Mr. McArthur has been with the Board for four years. He has been Alderman since 1973 and Regional Councillor since 1976. He is Past Chairman of Planning and Development, Past member Executive, presently Chairman of Public Works and Vice-Chairman of Durham Region Planning Committee.

Member - Carol Collings

Miss Collings joined Bell Canada in 1967. She has been deeply involved in educational and community organizations. She is a member of both the National Society for Performance and Instruction and the Society for Management By Objectives; attending international conferences in the United States, a member of the Personnel Association of Toronto and the Management Society for Training and Development.

Member - Jack Rothery

Manager of the Toronto-Dominion Bank, King and Simcoe. He previously held management positions in Toronto and Windsor. Experience in community affairs include Past-President of Westmount Kiwanis, Past-President of Big Brothers Association, Past-President of Oshawa Golf Club, presently Director - Chamer of Commerce and Oshawa Golf Club.

Member - Geoffrey Andrews

Manager of Karn Drugs Ltd. and an associate of Lovell Drugs Ltd. He is a Past-President of the Ontario Pharmacies Association, currently on the Board of Canadian Pharmacies Associations, member of the Board of Green Shields Incorporated, member of St. Andrews Church Session and Past-President of Rotary Club of Oshawa.

ST. CATHARINES' BUDGET AND FINANCIAL STATEMENT

ST. CATHARINES DOWNTOWN ASSOCIATION

ST, CATHARINES DOWNTOWN ASSOCIATION

1984 BUDGET

As Approved February 14, 1984
by the Board of Management.

To Council February 20, 1984.

Schedule 1

1984 BUDGET SUMMARY WITH HISTORIC COMPARISONS

	1984 Budget	1983 Actual	1983 Budget	1982 Actual	1982 Budget	1981 Actual	1981 Budget
Administration	78493	75679 /	77468	71429 /	75670	70585 /	69775
Retail	34625	38638 /	44000	45667 /	48000	45960 /	46110
Communications	8500	8820 /	18000	14065 /	21650	33852 /	38110
Planning	15500	4328 /	6400	2326 /	7300	8003 /	9000
Parking	5000	3427 /	5000	9642 /	8200	N /	A
	142118	130892	150868	143129	160820	158400	162985
				(Payback to City)	+2380	-18109	(Reserve Funds
					163200	140291	

	BUDGET		ACTUALS		
FUNDING EXPLANATION	1984	1983	1983	1982	1981
Total Expenditure Program	$142,118	$150,868	$130,892	$143,129	$140,291
Sundry Revenue	----	----	----	----	895
	$142,118	$150,868	$130,892	$143,129	$139,396
Surplus (Deficits From Previous Year)	19,812	15,609	15,609	3,556	3,441
Funding Required	$122,306	$135,259	$115,283	$139,573	$135,955
City Taxes Requisition for Levy	$122,306	135,259	135,259	159,644	145,441
Supplementals Less (Write-Offs)	----	----	(162)	(4,463)	(5,930)
(Surplus (Deficit) Forward to Next Year)	$ ----	$ ----	$ 19,814	$ 15,609	$ 3,556
Net Cash Required City Prior Year Under (Over) Levy etc.	26			104	(5,314)
City Tax Levy	$122,332	$135,259	$135,259	$159,748	$140,127
Assessment Base	7,193,115	7,220,515	7,196,075	7,542,375	7,429,665
Mills Levied	17.01	18.73	18.80	21.18	18.86
Mills If Full Budget Levied	19.76	20.89			

Schedule 2

Distribution In Accounts

Administration Expenses	1984 Budget	1983 Actual	1983 Budget
Rent	4,800	4,200	4,200
Salaries & Benefits	57,958	57,301	57,320
Office Expenses	7,925	8,062	9,478
Other	7,810	6,116	6,470
	$78,493	$75,679	$77,468
Retail Promotions			
Print Advertising	10,000	8,637	11,000
Radio Advertising	9,800	11,530	11,000
Street Decorations	7,425	11,329	16,000
Special Promotions, Direct Charge	7,400	7,132	6,000
	$34,625	$38,628	$44,000
Communications			
Joint Publication - City Wide	6,000	6,178	10,000
Editorial Advertising	Ø	Ø	5,000
Newsletter - Inserts	1,000	1,852	1,500
Seminars & Meetings	1,500	790	1,500
	$8,500	$8,820	$18,000
Planning & Development			
Streetscape Study	5,000	714	500
Streetscape Design Assistance	7,500	1,000	Ø
Market Square/Civic Centre Plans	1,500	1,242	2,000
CAUSE	Ø	Ø	200
Courthouse	Ø	Ø	2,000
Engineering Items, Surveys, Research	1,500	1,371	1,500
Gateways	Ø	Ø	200
	$15,500	$4,327	$6,400
Parking			
Design & Promotions	$5,000	$3,437	$5,000
TOTALS:	$142,118	$130,892	$150,868

ST. CATHARINES DOWNTOWN ASSOCIATION

FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 1983

Auditors' Report

Balance Sheet

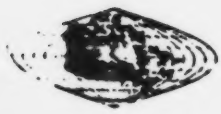
Statement of Revenue and Expenditure
and Accumulated Net Revenue

Statement of Continuity of Reserve Fund

Notes to Financial Statements

Schedule of Expenditure

THORNE
RIDDELL
Chartered Accountants



AUDITORS' REPORT

To the Board and the Members of Council,
Inhabitants and Ratepayers of the
Corporation of the City of St. Catharines

We have examined the balance sheet of the St. Catharines Downtown Association as at December 31, 1983 and the statements of revenue and expenditure and accumulated net revenue and continuity of reserve fund for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Association as at December 31, 1983 and the results of its operations for the year then ended in accordance with accounting principles generally accepted for Ontario municipalities applied on a basis consistent with that of the preceding year.

St. Catharines, Ontario
January 22, 1984
Licence Number 678

Thorne Riddell

Chartered Accountants

ST. CATHARINES DOWNTOWN ASSOCIATION

BALANCE SHEET AS AT DECEMBER 31, 1983

REVENUE FUND

ASSETS	1983	1982
CURRENT ASSETS		
Cash	$29,024	$26,933
Due from City of St. Catharines	34,334	37,906
Accounts receivable	1,068	803
Prepaid expense	62	952
	$64,488	$66,594

LIABILITIES AND ACCUMULATED NET REVENUE

CURRENT LIABILITIES		
Accounts payable and accrued liabilities	$18,389	$27,252
Due to reserve fund	22,924	21,183
Provision for redemption of parking tokens (note 2)	3,363	2,550
	44,676	50,985
ACCUMULATED NET REVENUE	19,812	15,609
	$64,488	$66,594

RESERVE FUND

ASSETS	1983	1982
Due from revenue fund	$22,924	$21,183

RESERVE FUND BALANCE

Capital expenditure reserve fund	$22,924	$21,183

ST. CATHARINES DOWNTOWN ASSOCIATION

STATEMENT OF REVENUE AND EXPENDITURE AND ACCUMULATED NET REVENUE

YEAR ENDED DECEMBER 31, 1983

	1983	1982
ACCUMULATED NET REVENUE AT BEGINNING OF YEAR	$ 15,609	$ 3,556
Revenue		
Requisition from the City of St. Catharines		
Original	$135,256	159,644
Supplemental taxes	11,436	18,211
	146,692	177,855
Expenditure		
Administration	75,679	71,429
Retail promotion	38,628	45,667
Communications	8,819	14,065
Planning	4,328	2,326
Parking	3,437	9,642
Taxes written off	11,598	22,673
	142,489	165,802
ACCUMULATED NET REVENUE AT END OF YEAR	$ 19,812	$ 15,609

STATEMENT OF CONTINUITY OF RESERVE FUND

YEAR ENDED DECEMBER 31, 1983

	1983	1982
BALANCE AT BEGINNING OF YEAR	$ 21,183	$ 18,752
Revenue		
Interest	1,741	2,431
BALANCE AT END OF YEAR	$ 22,924	$ 21,183

ST. CATHARINES DOWNTOWN ASSOCIATION

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 1983

1. ACCOUNTING POLICIES

(a) Accrual accounting

The accrual method for reporting revenue and expenditure has been used.

(b) Fixed assets

Fixed assets are charged to current expenditure in the year incurred unless financed by long term debt or reserve funds.

2. PARKING TOKENS

The balance of $3,363 represents the estimated value of parking tokens in the hands of merchants and their customers as at December 31, 1983.

ST. CATHARINES DOWNTOWN ASSOCIATION

SCHEDULE OF EXPENDITURE

YEAR ENDED DECEMBER 31, 1983

	1983	1982
ADMINISTRATION		
Salaries and benefits	$57,301	$53,336
Rent	4,200	4,200
Office expenses	8,062	7,797
Other	6,116	6,096
	$75,679	$71,429
RETAIL PROMOTION		
Print advertising	$ 8,637	$10,965
Radio advertising	11,530	10,983
Street decorations	10,948	13,974
Sound system	381	4,698
Special promotions	7,132	5,047
	$38,628	$45,667
COMMUNICATIONS		
Public relations service	$ 6,178	$ 2,170
St. Catharines report		8,596
Other publications	1,851	2,748
Seminars	790	551
	$ 8,819	$14,065
PLANNING		
Civic Centre studies	$ 1,242	$ 118
CAUSE follow up		1,208
Shickluna Anchor		1,000
Streetscape studies	714	
Other	2,372	
	$ 4,328	$ 2,326
PARKING		
Research and design	$ 3,437	$ 7,467
Purchase of parking tokens		4,675
Surplus on parking stamp operation		(2,500)
	$ 3,437	$ 9,642

BELLEVILLE'S PROMOTIONS CALENDAR

1983 PROMOTION CALENDAR

friendly
DOWNTOWN BELLEVILLE

downtown belleville association

BOARD OF MANAGEMENT 1983

Chairman	LLOYD LEWIS Bert Lewis Jeweller 968-8041	. Beautification Committee
Vice-Chairman	BILL SIMPSON Shoppers Drug 962-3406	. Downtown Advisory Comm. Representative
Treasurer	ROBERT LEE Guaranty Trust 966-1411	
Past Chairman	TERRY BARRATT Barratt Stationery 968-5581	. Parking . Beautification Comm. . Downtown Advisory Comm. Rep.
Directors	ROBERT LESLIE Leslie's Shoe Store 962-5359	
	GORD McRITCHIE Gord's Sewing Centre 962-0885	. Chairman Advertising
	SHEILA HARRIS Dustin's Flowers 968-7032	
	MARYJANE EMPSON S & R Department Store 966-8301	
	KERRY SODEN C.A. 25 Campbell 968-3495	. City Council Liaison
	HARRY KENNEDY DBA Office 968-3647	. Coordinator . Downtown Maintenance . Bonus Bucks
	JIM GRAY 966-6964	. Advertising Consultant

'Hear Ye!'

downtown belleville association

Dear Member:

We are proud to present our 83 Promotion Calendar.

This is your advertising programme, planned to suit your needs. It is only by having a strong collective identity, constantly beamed to your present and future customers, that we can hope to maintain and increase Downtown Belleville's position in the market place.

So plan now to participate. Get part of the action, grab on to the enthusiasm of new Revitalized Downtown Belleville.

P.S. Don't put this calendar in the drawer. Hang it up so you can keep track of your advertising.

FREEBEES PARK OR BUS

friendly DOWNTOWN BELLEVILLE

WHERE TO PURCHASE FREEBEES

BARRATT STATIONERY
288 Front Street

GORD'S SEWING CENTRE
233 Front Street

ADVERTISING RATES

Take advantage of your DBA 1983 Subsidized Advertising programme. It's tailored to your needs and in spite of increased costs in print and radio, we have held advertising rates to those of 82. Also available to merchants this year is FM RADIO CIGL and TELEVISION CHEX Peterborough and CKWS Kingston, all at discount rates.
So plan your year now, help us help you by participating in this exciting programme.

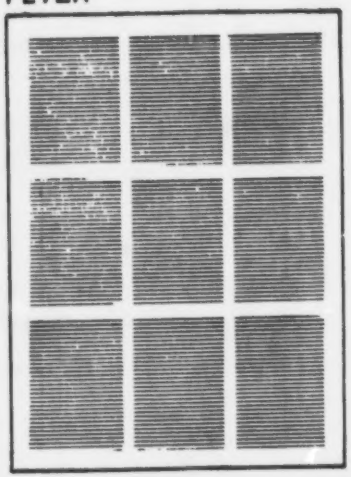
FLYERS

Printed by DBA
Inserted in the Intelligencer
7 Flyers at peak selling seasons. Each Flyer will cover 2 week selling period with the exception of Flyer #4.
Flyer solicited by DBA
NOTE: Billing by DBA on 30 day terms.
Ads sold by unit, 9 units per page. Units may be grouped vertically or horizontally.

1 unit size merchant cost	$ 44
2 unit size merchant cost	84
3 unit size merchant cost	121
4 unit size merchant cost	155
6 unit size merchant cost	214
9 unit size (full page)	315
Back page with colour	378

Window Banners to support each Flyer supplied Free of Charge

FLYER



MERCHANT GROUP ADS

Run in the Intelligencer.
Multiple merchant listing.
Participation solicited by DBA
Merchant cost per listing $15
Window banner included
NOTE: Billing by DBA on 30 day terms.

RADIO
CO-OP RADIO SPOTS

60 SECS.
30 Sec to DBA to promote event
30 Sec to Merchant
Available as outlined in Promotion Calendar in packages as follows:

AM CJBQ
Package of 6 Co-op Spots
2 Breakfast Premium
2 Class AA
2 Class B
Merchant co-op package cost 82.08

FM CIGL
Package of 4 Co-op Spots
2 Prime Time
2 Mid Day
Merchant co-op package cost 24.80

There is a total of 233 AM Co-op Packages and 62 FM Co-op Packages available.
To reserve your packages contact the Radio Station 968-5555
NOTE: Billing by DBA on 30 day terms.

TELEVISION

The DBA will be running 6 - 60 sec spots per week, throughout the year.
3 on CHEX Peterborough
3 on CKWS Kingston
These image spots will portray the advantages of Downtown Belleville. In addition to above, the DBA will be running 160 - 30 sec spots in conjunction with the scheduled promotion as outlined in the promotion calendar.
Spots available to merchants: A package of 32 - 30 sec spots (16 on CHEX and 16 on CKWS) - Merchant cost ... $1,000. There will be a nominal charge for production, depending on what is involved. These spots will be run with the DBA spots in conjunction with the regular weekly spots or promotional spots as outlined in calendar.
For further information contact CHEX TV Peterborough 705 742-0451

DRAWS

(a) $100 Weekly Draw:
Run for a total of 10 weeks during year as outlined in Promotion Calendar. Winner receives $100 in Bonus Bucks (denominations of $1 and $5) to be spent at any DBA merchant for goods or services. Merchant will receive the value of Bonus Bucks on presentation to DBA Coordinator Harry Kennedy. Tickets will be picked up on Mondays and one draw made each week. (see Promotion Calendar)

(b) Christmas Stocking Draw:
Each participating merchant to donate a gift of minimum retail value of $25, together with a business card. DBA will arrange for gift wrapping and attaching your card. There will be 3 giant Christmas Stockings displayed in the Downtown area. The DBA will also include in each stocking $100 in Bonus Bucks.
Point of Sale material - Free of charge.
Draw tickets also Free of charge.
Available from Gord McRitchie or Harry Kennedy.

DOWNTOWN BELLEVILLE

JANUARY 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ 7 PACKAGES DURING MONTH						NEW YEAR'S DAY 1 STORES CLOSED
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

DOWNTOWN BELLEVILLE

FEBRUARY 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12
13	VALENTINES DAY 14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

AVAILABLE AM
CJBQ 8 PACKAGES
DURING MONTH

DOWNTOWN BELLEVILLE

MARCH 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ. 20 PACKAGES DURING FLYER	AVAILABLE FM CIGL 6 PACKAGES DURING FLYER	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16 FLYER NO. 1 RELEASE	17 ST. PATRICK'S DAY $100 DRAW BEGINS	18 SPRING VALUES $100 DRAW	19 $100 DRAW
20	21 FIRST DAY OF SPRING $100 DRAW	22 PREV. WEEK DRAW MADE $100 DRAW	23 $100 DRAW	24 WINNER ANNOUNCED $100 DRAW	25 $100 DRAW	26 $100 DRAW
27	28 $100 DRAW	29 PREV. WEEK DRAW MADE $100 DRAW	30 $100 DRAW	31 WINNER ANNOUNCED $100 DRAW	DBA TV (IMAGE) CHEX 3 SPOTS/WK CKWS 3 SPOTS/WK	DBA TV (PROM) CHEX 10 SPOTS/FLYER CKWS 10 SPOTS/FLYER

SPRING VALUES

SCHOOL BREAK

DOWNTOWN BELLEVILLE

APRIL 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM 3 PACKAGES DURING NEWS-PAPER PROM	DBA TV [IMAGE] CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK	DBA TV [PROM] CHEX 3 SPOTS/ PROM CKWS 3 SPOTS/ PROM			GOOD FRIDAY 1 STORES CLOSED	2 $100 DRAW
EASTER SUNDAY 3	EASTER MONDAY 4 $100 DRAW	5 PREV. WEEK DRAW MADE $100 DRAW	6 $100 DRAW	7 WINNER ANNOUNCED $100 DRAW	8 $100 DRAW	9 $100 DRAW ENDS
10	11	12 PREV. WEEK DRAW MADE	13	14 WINNER ANNOUNCED	15	16
17	18	19	20	21	22	23
24	25	26	27	28	✡ 29 AD IN NEWSPAPER	30 SENIOR CITIZENS DAY PROM.

DOWNTOWN BELLEVILLE

MAY 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
MOTHER'S DAY 8	9	10	11	12	13	14
15	16	17	18 FLYER NO. 2 RELEASE	19	20 SUNSHINE VALUES	21
22	VICTORIA DAY 23 STORES CLOSED	24 SUNSHINE VALUES	25	26	27	28
29	30	31				

AVAILABLE AM	AVAILABLE FM	DBA TV (IMAGE)	DBA TV (PROM)
CJBQ. 20 PACKAGES DURING FLYER	CIGL. 6 PACKAGES DURING FLYER	CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK	CHEX 10 SPOTS/ FLYER CKWS 10 SPOTS/ FLYER

DOWNTOWN BELLEVILLE

JUNE 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ. 20 PACKAGES DURING FLYER	AVAILABLE FM CIGL. 6 PACKAGES DURING FLYER		1	2	3	4
5	6	7	8	9	10	11
12	13	14	15 FLYER NO. 3 RELEASE	16 $100 DRAW BEGINS	17 CLIP & SAVE $100 DRAW	18 $100 DRAW
FATHER'S DAY 19	20 $100 DRAW	21 PREV. WEEK DRAW MADE $100 DRAW	22 FIRST DAY OF SUMMER $100 DRAW	23 CLIP & SAVE WINNER ANNOUNCED $100 DRAW	24 $100 DRAW	25 $100 DRAW
26	27 $100 DRAW	28 PREV. WEEK DRAW MADE $100 DRAW	29 $100 DRAW	30 WINNER ANNOUNCED $100 DRAW	DBA TV [IMAGE] CHEX 3 SPOTS/WK CKWS 3 SPOTS/WK	DBA TV [PROM] CHEX 10 SPOTS/FLYER CKWS 10 SPOTS/FLYER

DOWNTOWN BELLEVILLE

JULY 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ 10 PACKAGES DURING FLYER	AVAILABLE FM CIGL 3 PACKAGES DURING FLYER	DBA TV [IMAGE] CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK	DBA TV [PROM] CHEX 10 SPOTS/ FLYER CKWS 10 SPOTS/ FLYER		CANADA DAY 1 STORES CLOSED	2 $100 DRAW
3	4 $100 DRAW	5 PREV. WEEK DRAW MADE $100 DRAW	6 $100 DRAW	7 WINNER ANNOUNCED $100 DRAW	8 $100 DRAW	9 $100 DRAW
10	11 $100 DRAW	12 PREV. WEEK DRAW MADE $100 DRAW	13 FLYER NO. 4 RELEASE $100 DRAW	14 WINNER ANNOUNCED $100 DRAW	15 SIDEWALK SALE $100 DRAW	16 $100 DRAW ENDS
17	18	19 PREV. WEEK DRAW MADE	20	21 WINNER ANNOUNCED	22	23
24/31	25	26	27	28	29	30

DOWNTOWN BELLEVILLE

AUGUST 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ. 20 PACKAGES DURING FLYER	CIVIC HOLIDAY 1 STORES CLOSED	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24 FLYER NO. 5 RELEASE	25	26	27 BACK TO SCHOOL BARGAINS
28	29 BACK TO SCHOOL BARGAINS PROM. CONTINUES TO SAT. SEPT. 3 SEE OVER ▶	30	31	AVAILABLE FM CIGL. 6 PACKAGES DURING FLYER	DBA TV (IMAGE) CHEX 3 SPOTS/WK CKWS 3 SPOTS/WK	DBA TV (PROM) CHEX 10 SPOTS/FLYER CKWS 10 SPOTS/FLYER

DOWNTOWN BELLEVILLE

SEPTEMBER 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
DBA TV [IMAGE] CHEX 3 SPOTS/WK CKWS 3 SPOTS/WK				1 BACK TO SCHOOL BARGAINS →	2	3
4	LABOUR DAY 5 STORES CLOSED	6 SCHOOL STARTS	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	FIRST DAY OF AUTUMN 23	24
25	26	27	28	29	30	

DOWNTOWN BELLEVILLE

OCTOBER 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ. 20 PACKAGES DURING FLYER 3 PACKAGES DURING NEWSPAPER PROM.	AVAILABLE FM CIGL. 6 PACKAGES DURING FLYER	DBA TV (IMAGE) CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK	DBA TV (PROM) CHEX 10 SPOTS/ FLYER 3 SPOTS/ PROM CKWS 10 SPOTS/ FLYER 3 SPOTS/ PROM			1
2	3 MERCHANTS CONTACTED RE XMAS DRAW	4	5	6	7	8
9	10 THANKSGIVING DAY STORES CLOSED	11	12 FLYER NO. 6 RELEASE	13	14 FESTIVAL OF VALUES	15
16	17 FESTIVAL OF VALUES	18	19	20	21	22
23/30	24/31 HALLOWEEN	25	26	27	28 AD IN NEWSPAPER	29 SENIOR CITIZENS DAY PROM.

DOWNTOWN BELLEVILLE

NOVEMBER 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ 24 PACKAGES DURING MONTH	AVAILABLE FM CIGL 7 PACKAGES DURING MONTH	1	2	3	4	5
6	7	8	9	10	REMEMBRANCE DAY 11	12
13	14 XMAS STREET DECORATIONS INSTALLED XMAS DRAW STARTS	15 XMAS DRAW	16 XMAS DRAW	17 XMAS DRAW	18 XMAS DRAW	19 XMAS DRAW
20	21 XMAS DRAW	22 XMAS DRAW	23 XMAS DRAW	24 XMAS DRAW	25 XMAS DRAW	26 XMAS DRAW
27	28 XMAS DRAW	29 XMAS DRAW	30 FLYER NO. 7 RELEASE XMAS DRAW	DBA TV [IMAGE] CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK		

DOWNTOWN BELLEVILLE

DECEMBER 1983

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
AVAILABLE AM CJBQ..20 PACKAGES DURING FLYER 40 PACKAGES REMAINDER OF MONTH	AVAILABLE FM CIGL..6 PACKAGES DURING FLYER 12 PACKAGES REMAINDER OF MONTH	DBA TV (IMAGE) CHEX 3 SPOTS/ WK CKWS 3 SPOTS/ WK	DBA TV (PROM) CHEX 10 SPOTS/ FLYER 4 SPOTS/ PROM CKWS 10 SPOTS/ FLYER 4 SPOTS/ PROM	1 LATE NIGHT SHOPPING STARTS XMAS DRAW	2 SANTA SAVINGS DAYS XMAS DRAW	3 SANTA CLAUS PARADE 2 PM XMAS DRAW
4	5 XMAS DRAW	6 XMAS DRAW	7 XMAS DRAW	8 XMAS DRAW	9 XMAS DRAW	10 XMAS DRAW
11	12 XMAS DRAW	13 XMAS DRAW	14 XMAS DRAW	15 XMAS DRAW	16 XMAS DRAW	17 XMAS DRAW
18	19 XMAS DRAW	20 XMAS DRAW	21 DRAW TAKES PLACE	FIRST DAY OF WINTER 22	23	CHRISTMAS EVE 24 AD IN NEWSPAPER WINNER ANNOUNCED
CHRISTMAS DAY 25	BOXING DAY 26 OPEN BOXING DAY PROMOTION	27	28	29	30	31

83

JANUARY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

FEBRUARY

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

MARCH

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

APRIL

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

MAY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

JUNE

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JULY

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29	30

AUGUST

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

SEPTEMBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

OCTOBER

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

NOVEMBER

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

DECEMBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

84

JANUARY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

FEBRUARY

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

MARCH

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

APRIL

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

MAY

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

JUNE

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

JULY

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

AUGUST

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

SEPTEMBER

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24	25	26	27	28	29

OCTOBER

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

NOVEMBER

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

DECEMBER

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23/30	24/31	25	26	27	28	29

BIA SAMPLE NEWSLETTERS

- Downtown Business Association of Windsor
- Bloor West Village Association
- Sarnia Downtown Improvement Area

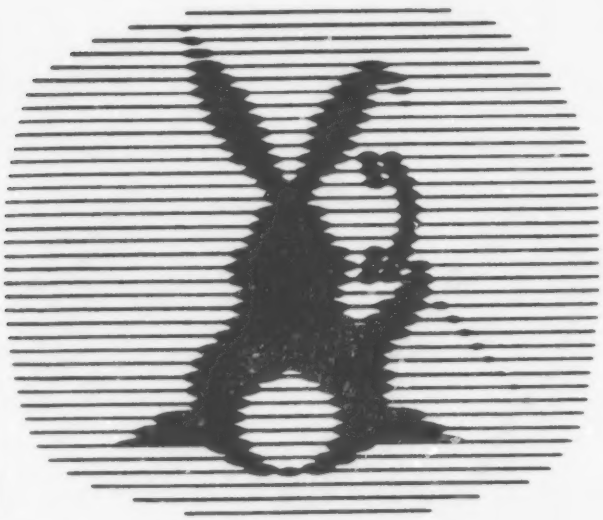
Downtown Business Association

recorder

A Monthly Publication to Keep You Informed About Your Downtown

BLAIR HOFFMAN, Executive Director
ANDREA RYALL, Promotions Co-ordinator

March 1984



Be a partner. The weekend of March 31 - April 1, 1984 will be very important in the lives of many physically disabled children. It's the weekend of the **EASTER SEAL TELETHON**, a province-wide promotion to raise funds for those children up to the age of 19 years whose activity is restricted by any physical handicap resulting from accident, disease, congenital defects, birth injury or amputation. The Telethon donations put your money to work in a variety of ways: camping and recreation, appliances and equipment, district nursing services, diagnostic clinics, treatment centres and medical research. During this weekend CBC channel 9 will be airing the 19-hour Telethon on Saturday, March 31 from 7:00 - 8:00 and March 31 from 11:30 p.m. - 5:00 p.m. Sunday, April 1. Those wishing to be a part of this campaign can do so by forming a VIP Panel which is a group of 5 VIP telephones manned by an individual or team representing a company or organization occupying the phones "on air." The VIP is identified while on air and given a phone number which will enable viewers to make direct contact by a) a CHEQUE PRESENTATION segment by which the money raised by your group "the presenter" will receive an "on camera" meeting with a host for a time period up to 2 minutes and your company logo will be shown during these PRIME TIME appearances; and b) through the Angel List - an Angel is a person, corporation, or business who helps promote, donate or makes a contribution of goods or services. In return for this donation the Angel is acknowledged on the Angel List appearing on the television credits. Be a Corporate Panel, which is an excellent opportunity for employers to answer telephones on camera during local segments. Many panelists wear identifying uniforms, buttons, caps etc. representing their group and for "Big Business", the Telethon offers an extra opportunity to contribute by matching (on the air) phone-in pledges. During this **Corporate Matching** segment you will be interviewed by the host, with your company name and logo prominently displayed. There is something for everyone, and you can help by continuing or renewing your interest and support. The DBA **"Mad As A March Hare"** promotion will be featured in the Windsor Star, Monday, March 12 and you as a retailer can support the Easter Seals campaign by asking your ad representative to place the official **Easter Seal** logo in your ad. For further details on how you can **"Be A Partner,"** call ***Connie Kenny*** at 255-7959 and

The annual **Easter Seal Walk-A-Thon** will take place **Saturday, April 14** at 10:00 a.m. and will commence at **Bill Howitt Pontiac** (Tecumseh at Parent) and proceed west to Ouellette Ave. & north to Downtown - a 10 km walk. Refreshments and lunch will be served at the Caboto Club on Parent Avenue at the conclusion of the event. This is a great way to raise money for this most worthwhile cause and a great way to create a little excitement to beat the winter blahs. Sign up a sponsor and get out your "walking shoes" *and move on down the road.* As always, volunteers are urgently needed to man the various programmes...telephone answering, secretarial services, first aid check points; no one will be turned away! Get the gang together...for further info, call ***Cathy*** at **258-8800** or ***Connie*** at **255-7959.** Don't wait until next year to say, "I wish I had gotten involved."

Notice...

A General membership meeting of the Downtown Business Association will take place Wednesday, March 21, 1984 at the Holiday Inn at 6:30 p.m. Your input and participation is needed to continue to achieve our goals.

New & Noticed...

Mr. Larry Griffin, area sales representative for **Mastico Industries, Limited,** has established a district office at 327 Chatham Street West (formerly Taj's Crafts). The parent company, located in Tillsonburg, has, since 1969, manufactured the mastic line of "noise reducing" panels used mainly in the transportation industry and serves General Motors, Chrysler, Ford and American Motor plants here in Canada and in the U.S. These padded sheets are composed of a combination of cotton and synthetic agents that, through a re-estinated process become a highly effective barrier against vibrations and road noise. Mr. Griffin is responsible for the U.S. market and can be reached at the Detroit line at (313) 962-3311.

Tired of "paying the price" for looking good? Well, Downtown Windsor has an alternative at **Shalimar,** 318 Ouellette (formerly Loose Knots Deli). This shop offers a full line of ladies' wear - chic, imported silks, designer originals from Montreal, delicate loungewear, fancy hoisery and contemporary sportswear by Hang Ten, Algo and Paris Star in junior and misses' sizes. Fashion jewellery and accessories are now in stock, ready to complement your spring and summer wardrobe. Major credit cards are accepted and a layaway plan as well as alterations are available. Business hours are 10:00 a.m. - 5:30 p.m. Monday - Saturday and the phone number is 253-7373. ***Linda Bomhof*** looks forward to waiting on you personally at Shalimar...your fashion alternative.

Keeping the tourist market in mind, ***Mr. Chang Pak*** has recently opened **Riverside Souvenir and Gifts,** at 151 Riverside Drive West (formerly Chris Brooker Coins). This shop features Windsor souvenirs, T-shirts, caps, post cards, novelties and giftware that all out-of-town visitors seem to fancy. In addition to Canadiana, imported collectables from the Orient are also popular and are a great find. Business hours are 10:00 a.m. - 11:00 p.m., Monday - Sunday, and the phone number is 254-8008.

The Pipe Rack, 128 Ferry Street at the Riverfront, is a new specialty shop catering to the tobacco connoisseur, stocking an array of finely-blended pipe tobacco as well as Cuban cigars, pouches, lighters, accessories and pipes - brand name collectables from Brigham, Peterson and Briarmeer. While browsing, the fragrant aroma of black cherry, maple and vanilla blended tobacco fills the air, tempting you to sample the other many varieties on display. A walk-in humidor encases imported cigars - fancies sure to delight the most discriminating smoker. A full line of accessories - pipe cleaners, racks, humidors, papers and pouches - answer the smoker's needs and are great gift ideas. ***Mr. Rosevear*** offers tips on custom blending to personalize your own smoke. Shop hours are 10:00 a.m. - 6:00 p.m. Monday - Saturday, and Friday to 9:00 p.m. Sunday (May to September) 1:00 p.m. - 6:00 p.m. Telephone number is 252-6302.

No hotel would be complete without a gift shop and, seizing the opportunity, ***Carol White*** set out to open **THE GREAT CANADIAN TRADING POST COMPANY II** in the Hilton International Windsor, 277 Riverside Drive West. With an emphasis on promoting all-Canadian goods, Carol has selected giftware, crafts and objects d'arts that reflect the true Canadian spirit and is evident in the Eskimo soapstone carvings, B.C. jade jewellery, deerskin leather goods, Huron Indian birch bark collectables, copper an brass maple leafs, hand-thrown Windsor pottery, handknit from Nova Scotia, Startford and Toronto, as well as a trea sure trove of unique bric-a-brac from across Canada. News papers, stamps, magazines, post cards, personal items an sundries meet the traveller's needs and Carol keeps a she or two stocked with liqueur-filled chocolates and maple co fections from Quebec. Information number is 252-0404 an business hours are 7:30 a.m. - 11:00 p.m. Monday - Saturda and from 10:00 a.m. - 10:00 p.m. on Sunday and holiday Drop by. Downtown Windsor - the finest shopping under th sun.

Stephen J. Murdoch, Barrister and Solicitor, is pleas to announce the opening of his office for the practice of la located at 185 City Hall Square South, Windsor, Ontar N9A 6W5, telephone (519) 255-1250.

City Scenes...

A night with the Symphony proved to be a very succes ful event for the DBA and the Canadian Consulate. Th special performance to commemorate the opening of t Hilton International was not only pleasing to the ear, but the eye as well. Record attendance estimated at 1,800 peop (which always does the heart good) filled Orchestra Hall spite of the late afternoon drizzle and the musicians, und the direction of Maestro Gati, were in their best form.

The wine and cheese reception hosted by the Canadi Consulate of Detroit complemented the evening, one th was certainly very impressive and will be remembered. C thanks to everyone who sponsored this promotion with ad in the concert programme. Without their support, mu would fall on deaf ears.

"After Business" held at the Ciociaro Club in Janu was well-attended with both Windsor and local busines exhibiting security systems, air transport services and ho care products,just to name a few. Reps from the Hilton ternational Windsor, C.O.P.E. Wood Products, Bo Amusement Park and Marquis of Canada manned boo while the crowd circulated and picked up information fr the displays present. More doors are now being opened Windsor's market potential in this relaxed atmosphere. practising a system of "networking," new and establish businesses are being successfully exposed to the public a the competition, capitalizing on an opportunity to maxim product/service exposure within the community. To take vantage of these get togethers, call ***Bob Wylie*** at the Ch ber of Commerce, **256-2641** and register for the next sion at **Windsor Raceway, Wednesday, March 28** 5:00 p.m. The registration fee of $5.00 covers admission, fet and door prizes by draw. Private enterprise for the pu good.

The 8th annual **"Poor Boy" Luncheon** will take pl on **Friday, April 27th** at the Windsor Armouries on U versity Avenue West from 11:30 a.m. - 3:00 p.m. This even sponsored by the Life Insurance Underwriters to help ther the endeavours of the Canadian Cancer Society. kets are $4.00, which covers admission, lunch and live en tainment and can be purchased from any life insura agent or life underwriters at participating shops display the Poor Boy Character. Tickets can also be purchase

the door. Do something good for the fight against cancer and for yourself. Buy your tickets and plan to be there!

On March 30 and 31st the volunteers of the Canadian Cancer Society will be Downtown selling daffodils to support the fight against cancer. Pick up a bunch for the office or home at one of the many banks Downtown.

The **Windsor Light Opera** is celebrating its 35th year in the community theatre with a **Gala Anniversary Ball, Saturday, March 24, 1984** in the Skyline Room of the Cleary Auditorium. Music will be provided by the Lancaster Band. Cocktails will be served at 6:00 p.m. and dinner at 7:00 p.m. Tickets are $20.00 and are available by mail order at the WLO, 395 Tecumseh Road West, Windsor, N8Y 4G3, or by phone at **254-4783** (after 5:00 p.m.) or **948-5869.**

Community Calendar...

During the week of May 18-21, 1984, the Kinsmen Club will be holding their convention in Downtown Windsor at the Hilton and Cleary facilities. During their stay, the delegates will be holding various "socials" at our local restaurants and taverns and the Promotion Committee is interested in setting up reservations in the Downtown area. If you are interested in hosting the Kinsmen contact ***Mr. Andy Simpson*** at **735-6059** or **966-2600.** Also, the Kinettes will be conducting "shopping excursions" during the day and will distribute **"Welcome Letters"** from the merchants to their members. These will simply say: **"Your Name Ladies Wear** (or whatever appropriate) **Welcomes the Kinsmen to Downtown Windsor."** If you then wish to offer a discount, provide a service or contribute a "door prize," you can state this as well.

The Friends of the Court (Mackenzie Hall fund raisers) announce the third annual **Gathering of the Clan** on **Wednesday, March 28, 1984** at the Hilton Hotel. Cocktails served at 6:00 p.m. and dinner at 7:00 p.m. Tickets to this gala fete are available through the **Friends of the Court Office** at **254-6655.** This promises to be a *bonnie event!*

In observance of Passover, Tuesday, April 17, we have rescheduled **Moonlight Madness** to **Tuesday, April 24th** and the tab circular will drop in the Windsor Star, **Monday, April 23rd.** All media (Canadian/American) have been adjusted for this change. For our new members, this spring promotion takes place from 9:00 a.m. - 11:00 p.m. with merchants offering specials on select goods for the upcoming season or discounts on one-of-a-kind fall and winter inventory. Be sure to contact your Star ad rep to place your ad for this next promotion. **Turn insight into a-c-t-i-o-n!**

As Good Friday (April 20) is a statutory holiday, all offices and retail businesses will be closed. City Hall and government affiliates will re-open on Tuesday, April 24 and Council will meet at 7:00 p.m. Tuesday evening at City Hall.

A reminder that our Board of Directors meet the second Tuesday of every month in this office at 8:00 p.m. and, as a member, you are able to attend, if you so desire. We ask, though, that delegations fowards a letter stating their issue one week prior to meeting date to have their topic placed on the agenda. Our 11-member Board represents a cross-section of the business community - retailers, restauranters, professional businessmen, developers, financiers and City aldermen from the DBA core sector - Riverside-Elliott and Bruce-Alymer. As always, we welcome your input by mail or by phone at 252-5723.

Spring is just around the corner! The YMCA wants to help you look and feel your best. Give yourself a spring tune-up. come to the YMCA. Registration begins March 19th...aerobics, body building, swimming & more! Make a note of this - **March Madness,** Monday, March 12 to Friday, March 16, 1984. Boys and girls, 6 - 12 years old, 9:00 a.m. to 4:30 p.m. Swimming, games, crafts, out trips, movies...and more - a fun-filled week of activities during the school break! The YMCA is open 7 days a week. 511 Pelissier Street, 258-9622.

On April 6th the Canadian Cancer Society will be sponsoring their **Annual Dance** at the Cleary in the Skyline Room from 9:00 p.m. - 1:00 a.m. and tickets are $7.00 and available at 254-5116.

A **Daffodil Tea** will take place on April 25th at Paul Martin's residence, 2021 Ontario Place, from 1:30 p.m. - 4:00 p.m. Call 254-5116 for further information.

The Great Ride Against Cancer is scheduled for May 6 at Devonshire Mall parking lot from 11:00 a.m. - 2:00 p.m. Call 254-5116 to obtain pledge forms.

At the Cleary...

Mar. 2 8:00 pm	BIG BAND SHOW - Tickets available at CTC Ticket World/Windsor Arena - $12.50
Mar. 4 3:00 pm	Kiwanis Worldorama Travelogue Series - EGYPT Tickets available at the Cleary Box Office or from Bruce Kalbfieisch, 256-3358 - $3.50 & $4.00
Mar. 10 8:30 pm	GREAT COMPOSERS SERIES, Windsor Symphony Orchestra - Tickets available at Windsor Symphony Office, 586 Ouellette Ave., Suite 307, Windsor N9A 1B8, Phone 254-4337, or at the Cleary Box Office
Mar. 11 12:00 pm	GREAT COMPOSERS SERIES (same information re: tickets as above)
Mar. 11 3:00 pm	ART SHOW AND SALE - FREE Admission Open 12:00 pm - 5:00 pm
Mar. 16 - Mar. 17	CULINARY WEEKEND - presented by Windsor Federation of Chefs de Cuisine - Admission $3.50 Open Fri., 12:00 pm - 10:00 pm, Sat. 10:00 am - 10:00 pm
Mar. 19 - Mar. 20 8:00 pm	Canada's ROYAL WINNIPEG BALLET - Tickets available at Simpson's, Devonshire Mall, 966-4666 or mail order - Windsor Star, 167 Ferry St., Windsor N9A 4M5
Mar. 25 3:00 pm	Kiwanis Worldorama Travelogue Series - "MADE IN BELGIUM" - See March 4 for ticket info.
Mar. 29 - April 1	LAS VEGAS GAMES - Admission $1.00 Thurs., Fri. - 6 pm - 1 am, Sat., Sun. - 2 pm - 1 am

DBA Calendar April

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1 Canadian Cancer Society presents "Daffodil Sunday" at your local florist. Your donation will help fight cancer.	**2**	**3**	**4** Deadline for Ford Trade School (Windsor) Reunion L. Papp 737-6186	**5**	**6**	**7** Essex County Stamp Club Philatelic Show - April 7 at St. Alphonsus Hall, 42 Guyon, Sat. 10-5, Sun. 1 253-4295
8 Ontario Association of at the Cleary, Hilton	**9** Convention Bureaux Convention	**10**	**11**	**12**	**13**	**11**
15 Palm Sunday Sunday services today Check your parish listings for times	**16**	**17** Passover Begins	**18**	**19**	**20** Good Friday Statutory Holiday Downtown Closed Can. Post First Issue Stamp - Jacques Cartier	**21**
22 Easter Sunday Spend today Downtown at one of the many fine restaurants	**23** Moonlight Madness Tab Circular - Windsor Star	**24** Moonlight Madness Downtown! 9 am - 11 pm Essex County Dental Society Convention - Hilton	**25** Chamber of Commerce After Business - St. Clair College 5-8 pm 256-3641	**26** Society of Automotive Engineers Convention at the Cleary	**27** 8th Annual Poor Boy Luncheon - Windsor Armouries 11 am - 3 pm - $4 Life underwriters	**28** Windsor Light Opera presents "Kiss Me Kate" 8:15 Fri./Sat. 2:00 matin $7 & $8.50
29 27th-29th International Bowling Tournie Am. Assoc. Dental Consultants at the Hilton	**30**	**31** Art Gallery trip to New York. May 19-22 - Confirmations at 945-4254 / 944-6050	Art Gallery trip to Stratford in June - 256-7111 details / reservations	Mother's Day Ad - Windsor Star, May 7th - plan for it!		

TO POST YOUR ENTERTAINMENT SCHEDULE CALL 252-5723 BY THE 2nd WEEK OF EACH MONTH

MinuteByMinuteByMinute...

The Board of Directors met on February 10, 1984 and reviewed the proposed **Budget** for 1984 and selected **March 21** as the date for the **General Membership Meeting.** The **Tunnel Signage** project was discussed and a final proposal for the job was accepted. The decision was made to proceed with the **Summer Canada** application to fund various promotional activities planned for this summer. The subject of **Pelissier Street Beautification** arose and the Board indicated that a closer look was needed before making any further decisions. The issue re: the **Easter Seal Telethon Campaign** was reviewed and it was agreed to promote the drive through the newsletter.

Notice of Change...

Since many retailers must buy for July's Sidewalk Sale Days, the dates shown for the event will be JULY 12, 13 & 14, and not those shown on your DBA promotional calendar.

If You Can Say It - Fly It!

Your Association or Company can have your logo and/ message flown from a train of kites for a cost of $85.00 f one day a week. For one day (4-6 hrs.), your message can flown in a highly populated part of the city, increasing t awareness of your Association. For further information this, contact *Mr. Bob Synder* at 253-3571.

newsletter

bloor west village

TO ALL MEMBERS OF BLOOR WEST VILLAGE ASSOCIATION:

NEW BOARD OF MANAGEMENT - 1983-1985.

Chairman - Gary Ward, Cecil Ward Men's Shop Ltd., 767-0717
Co-Chairman - Alex. Ling, Ling's Importers, 767-6233
Treasurer - Paul Pautler, Toronto Dominion Bank, 763-2247
Advertising & Promotion - John Rukavina, Marlborough's, 767-9121
Beautification - Ray Firanczuk, Verny's Shoes, 763-2483
Directors - Diana C. Dzwiekowski, Lawyer, 762-7251
Dr. Emile Jokay, Paediatrician, 769-1124
Mike Salomaa, Sam The Record Man, 763-2117
Rev. Derwyn Shea, Alderman, Ward 1, 367-7917
William Boytchuk, Alderman, Ward 1, 367-7907

EASTER PROMOTION SATURDAY, APRIL 2ND, 1983 - EASTER EGG HUNT.

Part of the promotion will involve Shriner Clowns doing Face Painting at each end of the Village. At each location, participants will be given the name of a store at which they will pick up a Chocolate Easter Egg. People will be walking all through the Village for Face Painting and Eggs.

Each Participating store will be given 12 Eggs and their name will be drawn 12 times. There is no charge for the Eggs.

Stores that wish to participate in this promotion must contact Mr. John Rukavina, Marlborough's, 2346 Bloor Street West, 767-9121, in order to receive their Eggs.

This promotion is very good advertising for all the businesses in Bloor West Village and especially good for new stores who are trying to get established.

The final day for notification is March 15, 1983. You must have your store registered by that date in order to receive your free Eggs.

Cont'd.

SHOP AND SERVICE DIRECTORY.

Our Shop and Service Directory has been distributed to the homes and businesses in our area. Should there be any queries in regards to the directory listing or advertisement, please contact Mr. Will Rooen of the Mosaic Publications Inc., directly - 530-4790.

Please bear in mind that the directory listing was up-dated as of September 1982. Since then there have already been numerous changes in Bloor West Village. Your Board of Management is contemplating publishing another Shop and Service Directory towards the end of this year.

There are several hundred copies of the Shop and Service Directory left over. If you wish to give them out to your customers, please contact Alex. Ling of Ling's Importers - 767-6233.

BLOOR WEST VILLAGE SHOPPING BAGS.

Plastic Shopping Bags with two colour Bloor West Village logo printed on both sides are still available. Please contact Alex. Ling of Ling's Importers 767-6233.

Large size : 17-3/4" x 18" x 5" at the subsidized price of 7¢ each, all taxes included. Minimum purchase - 1 box (300 per box) $21.00 cash and carry.

SIDEWALK SALES.

Your Advertising and Promotion Committee is planning two sidewalk sales this year. One to be held on Thursday, Friday and Saturday June 23, 24, and 25, 1983. The other sidewalk sale to be held sometime in September.

BLOCK CAPTAINS.

Volunteers are urgently needed to assist in the distribution of Newsletters. Please contact Alex. Ling of Ling's Importers - 767-6233.

INTERLOCKING RED BRICK PAVING.

We are experiencing some problems with the Red Brick Paving at the crosswalks and intersections. This will be repaired by Metropolitan Department of Roads and Traffic in early summer.

Bloor West Village Association

Alex. Ling - 767-6233

Co-Chairman, Board of Management

February 28th, 1983.

Downtown NEWS

SARNIA DOWNTOWN IMPROVEMENT AREA DECEMBER 1983

CONTINUATION OF STREETSCAPING SET FOR SPRING

Approximately $55,300 has been approved to continue downtown streetscaping this spring along Christina Street and Lochiel Street. 19 trees will be planted in-ground on Christina Street between George and Cromwell Streets, as well as numerous timber planters. The treatment on Lochiel Street will be similar with actual plans now being formulated.

The adoption of in-ground tree planting on Christina Street has been most difficult to achieve due to the location of underground services, however, we feel the end result will be very well balanced and will aid greatly in removing the hard appearance Christina Street now has.

STORE VACANCIES CONTINUE TO DWINDLE

Interest from businesses wishing to locate downtown continues to be very strong with numerous inquiries coming in weekly. It seems as though the numerous letters that have been sent out over the last six months are beginning to bear fruit. At this writing there are 13 vacancies throughout the downtown area, compared to 24 two months ago. If the trend continues, vacancies should be minimal by summer.

CONVERT-TO-RENT

The Ministry of Municipal Affairs and Housing has expanded it's Convert-To-Rent program to now include Sarnia. Under this program the Province is offering interest free loans of $7,000 per unit for conversion of un-used warehouse space, non-productive second or third-floor space over stores and surplus school property into residential rental units.

This would be the ideal vehicle for downtown property owners to make use of wasted second floor space. For more information, application forms and a program outline are available at the BIA office or by calling 344-1659.

WOULD YOU TURN DOWN A $60,000 CUSTOMER?

We really hate to harp on it, but it has recently been noticed that many downtown employees are once again parking directly in front of their place of employment, using up valuable on-street parking spaces. If you think what you're doing is cute or intelligent, read on.

It is estimated that each downtown parking space has the potential of providing $200 per day to the total economic flow of the downtown area. If you park in prime spaces, in front of your place of business 6 days per week, you are removing $1200 potential per week, which amounts to $62,400 per year. That's $62,400 totally lost from downtown's economic performance, never to return. Does it still seem to be the smart thing to do?

"WHEN I WAS IN BUSINESS, I ALWAYS PARKED IN FRONT OF THE STORE."

PROMOTIONS BEING PLANNED FOR 1984

1) Taste of Downtown (Food Services) - January 26-February 4
2) Landscaping and Garden Show - Mid April
3) Art Fair - June 13-16
4) Seaway Days - July 19-21 (See Note Below)
5) Highland Games - August 13-18
6) Salute to Michigan - September 10-15
7) Downtowner's Day - October 18
8) Christmas Parade - December 1

Note - Dates for Seaway Days have not yet been confirmed pending confirmation of Macinac Race. If the race is set for July 14, which has been suggested, the dates shown above will stand.

1983 CHRISTMAS PARADE GREAT SUCCESS

This year's edition of the Kinsmen Santa Claus Parade was the largest such parade yet in Sarnia. A notable change in this years parade was the increase in quality exhibited by many of the float entries. Contrary to general comment, the parade started at 10:00 am. as scheduled, however, with the starting point moved to Exmouth Street, it took longer to reach the core area. The change in the starting location was an important requirement this year due to numerous dangerous situations created in the 1982 parade, caused by the difficulty of crowd control. Hats off to the Kinsmen Club for a job well done.

KRESGE LOT FINALLY OPEN

As you are aware, the Kresge Parking Lot has finally been completed and is now operational. City Council has decided not to turn the lot over to the Parking Authority until January 9th, there-by providing free parking to customers for the Christmas shopping season. As was expected, the lot was filled every morning by downtown employees taking advantage of free all-day parking.

In order to eliminate this problem, the lot will now be closed from 8:00 am to 10:00 am, after which it will be opened for Customer use. Your writer had several employees ask the question "If we can't park there, where can we park?" My answer to you is "Where have you been parking for the last 2 years?"

Many thanks to the many members who kept us posted on how the lot was being utilized and for supporting us in closing the lot during the early morning hours.

GETTING THE U.S. MARKET

Contrary to the general misunderstanding, advertising placed in a U.S. newspaper targeted to the U.S. market is an allowable expense when computing income for income tax purposes. Section 19(1) of the Income Tax Act reads:

> "In computing income, no deduction shall be made in respect of an otherwise deductible outlay or expense of a taxpayer for advertising space in an issue of a non-Canadian newspaper or periodical dated after December 31, 1975 for an advertisement directed primarily to a market in Canada."

You will notice that the above states "Directed primarily to a market in Canada". We have been advised by our auditors that advertising placed in a U.S. newspaper that is marketing your product to a U.S. market is, and always has been, an allowable expense.

The above also applies to the broadcast media although it is much more difficult to define due to the nature of that media. Your best bet is to stick to newspaper.

While on the subject of U.S. markets, we have heard from several Michigan Tour Operators running tours into the Sarnia-Lambton area, that over-stating the dollar exchange acts as a turn-off for most Michigan residents. This is the result of the increasing sensitivity to the state's unemployment situation. They say the dollar exchange should be mentioned in your advertisement but should be down-played with the emphasis placed on Canadian made products, quality, uniqueness and shopping as recreation.

BEST OF THE HOLIDAYS

The Board of Management and your writer wish all BIA members the best holiday season ever and extends to you all the best in the New Year.

The BIA office will be closed from December 24th through to January 3rd so someone can take a long overdue vacation.

Season's Greetings